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AUTHOR	Gosman, Minna L.; Krishnamurty, G. B.
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ABSTRACT

The objectives of this study were to: (1) compile a comprehensive inventory of tasks which make up the food service function in health facilities; (2) analyze which of the tasks are currently being performed by various levels of personnel working in the food service department; (3) determine curriculum components to satisfy the training needs required by various levels of personnel to perform tasks in the department; and (4) ascertain a pattern for upward career mobility in the development of a curriculum. The survey responses are tabulated and discussed in detail, and indicate that there is considerable overlapping of tasks by various occupational levels in the food service department; designation of tasks by an expert panel to a specific category of worker was frequently found to be at variance with actual practice; many tasks were rated higher in difficulty by the panel than by personnel performing the task; and no discernible relationship was revealed between criticality, difficulty, and technical knowledge. The appendixes include a six-page task inventory, the survey questionnaire, and suggested instructional units for progression. (NH)

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OCCUPATIONAL ANALYSIS

HOSPITAL FOOD SERVICE DEPARTMENT

Minna L. Gosman, M.P.H.

G. B. Krishnamurty, Dr.P.H.

U S DEPARTMENT OF HEALTH,
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Division of Vocational Education
ALLIED HEALTH PROFESSIONS PROJECT

Sylva Grossman, Editor

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UNIVERSITY OF CALIFORNIA, LOS ANGELES
Division of Vocational Education

ALLIED HEALTH PROFESSIONS PROJECT

EXECUTIVE RESEARCH AND DESIGN GROUP
(EXECUTIVE COMMITTEE)

Melvin L. Barlow, Professor of Education, *Chairman*
Director, Division of Vocational Education
University of California, Los Angeles

David Allen, Coordinator
Professional Resources Development Unit
Bureau of Industrial Education
State Department of Education

Miles H. Anderson, Acting Director
Allied Health Professions Project
Division of Vocational Education
University of California, Los Angeles

B. Lamar Johnson, Professor of Education
University of California, Los Angeles

Richard S. Nelson, Chief
Program Operations–Vocational Education
Bureau of Industrial Education
State Department of Education

Bernard R. Strohm
Assistant Director of Hospitals and Clinics
University of California, Los Angeles

STAFF

Melvin L. Barlow, Ed.D.	Principal Investigator and Project Director
Miles H. Anderson, Ed.D.	Acting Director
Thomas E. Freeland, Ph.D.	Deputy Director
Carol Tripp	Project Coordinating Assistant
Mary Ellison Sylva Grossman Seba Kolb	Editors

12016 Wilshire Boulevard, Los Angeles, California 90025 (213) 825–2608

FOREWORD

The Division of Vocational Education, University of California, is an administrative unit of the University which is concerned with responsibilities for research, teacher education, and public service in the broad area of vocational and technical education. During 1968 the Division entered into an agreement with the U.S. Office of Education to prepare curricula and instructional materials for a variety of allied health occupations. For the most part, such materials are related to pre-service and in-service instruction for programs ranging from on-the-job training through the Associate degree level.

A National Advisory Committee, drawn from government, education, professional associations in the health care field, and the lay public, provides guidance and help to the over-all activities of the Allied Health Professions Projects. The following individuals and institutions participate in the activities of this nationwide interdisciplinary body:

Phillip L. Williams, Chairman
Vice President, The Times Mirror Company
Los Angeles, California

Lowell Burkett, Executive Director
American Vocational Association
Washington, D.C.

L. M. Detmer, Director
Bureau of Health Manpower and Education
American Hospital Association, Chicago, Illinois

Dale Garell, M.D.
Children's Hospital
Los Angeles, California

John F. Henning, Executive Secretary-Treasurer
California Federation of Labor
San Francisco, California

Joseph Kadish, Ph.D., Acting Chief
Education Program Development Branch
National Institutes of Health, Washington, D.C.

Bernard F. Kamins
Public Relations Consultant
Beverly Hills, California

Ralph C. Kuhli, Director
Department of Allied Medical Professions and Services
American Medical Association, Chicago, Illinois

Leon Lewis, Chief
Division of Occupational Analysis and Employer Services
Manpower Administration, Department of Labor, Washington, D.C.

Walter J. McNerney, President
Blue Cross Association
Chicago, Illinois

Peter G. Meek, Executive Director
National Health Council
New York, New York

Mark J. Musser, M.D., Chief Medical Director
Department of Medicine and Surgery
Veterans Administration, Washington, D.C.

Leroy Pesch, M.D., Deputy Assistant Secretary for Health Manpower
Department of Health, Education, and Welfare
Washington, D.C.

Helen K. Powers, Education Program Specialist
Health Occupations Education
U.S. Office of Education, Washington, D.C.

Louis M. Rousselot, M.D., Assistant Secretary of Defense
Department of Defense
Washington, D.C.

William M. Samuels, Executive Director
Association of Schools of Allied Health Professions
Washington, D.C.

Dr. William Shannon, Acting Associate Executive Director
American Association of Junior Colleges
Washington, D.C.

Elizabeth Simpson, Ph.D.
Bureau of Research, U.S. Office of Education
Washington, D.C.

John D. Twiname, Commissioner, Social and Rehabilitation Service
Department of Health, Education, and Welfare
Washington, D.C.

C. Gordon Watson, D.D.S., Executive Director
American Dental Association
Chicago, Illinois

One of the important duties of the National Advisory Committee is to recommend occupational areas in the health care field for study. The hospital food service occupations were suggested and approved by the Committee and work was started by the Allied Health Professions Projects staff with the organization of a National Technical Advisory Committee for Education of Food Service Workers. This group met August 11-12, 1969, at which time the plan for the study was developed and work on the occupational analysis survey was begun.

I want to thank the members of the National Advisory Committee for their direct assistance and support in making this study possible.

Melvin L. Barlow, Director
Division of Vocational Education
University of California

Professor of Education, UCLA

Principal Investigator
Allied Health Professions Project

PREFACE

This report is a summary of the functional analysis of the occupational groups within the area of Food Service in the hospital. A survey questionnaire was used to identify the performance of tasks carried out by the Food Service personnel in health care facilities throughout the nation. Valuable assistance in the identification and evaluation of the tasks contained in the questionnaire was provided by a National Technical Advisory Committee, formed of leaders in the field. A roster follows:

Mrs. Hilda Watson Gifford, Director
Project FEAST
San Francisco, California

Mr. Richard Jack
Director of Operations Services in Hospital Food Management
Automatic Retailers of America, Inc.
Philadelphia, Pennsylvania

Dr. Lendal H. Kotschevar
Professor in Food Service Administration
Seeley Lake, Montana

Miss Alice H. Lutkus
Food Service Supervisor Course Director
The American Dietetic Association
Chicago, Illinois

Miss Dott McGill
Food Service Coordinator
Kaiser Foundation Hospitals
Los Angeles, California

Mrs. Bonnie B. Miller
Staff Associate, Hospital Food Service
Division of Professional Practice
American Hospital Association
Chicago, Illinois

Mrs. Martha Schaffer
Food Service Supervisor
Dietary Department
University of California
Los Angeles, California

Mr. Raymond L. Simescu
Director of Food Service
Oakland Community College
Farmington, Michigan

Dr. John M. Welch
Professor and Extension Specialist in Food Service Management
Cooperative Extension Service
College of Agriculture
University of Missouri
Columbia, Missouri

Mrs. Nell M. Woodward, Director
Food Service and Hotel Management Department
Orange Coast College
Costa Mesa, California

The Expert Panel referred to in this report is comprised of the National Technical Advisory Committee with an additional group of authorities suggested by the committee, all of whom cooperated generously in the survey.

The additional contributors to this study are listed below:

Mr. Jerome Berkman
Cedars of Lebanon Hospital
4833 Fountain Avenue
Los Angeles, California 90029

Mrs. Alethea Laundenslager
Inter-Community Hospital
Covina, California 91722

Miss Annabelle Marteney
Department of Dietetics
Ohio State University Hospital
410 W. 10th Avenue
Columbus, Ohio 43210

Miss Virginia Reid
Director of Dietetics
St. John's Hospital
403 Maria Avenue
St. Paul, Minnesota 55106

Mr. Frank Sorger
Regional Operations Manager
ARA Hospital Food Management, Southern Region
35 Executive Park Drive
Atlanta, Georgia 30329

I want to thank the members of the National Technical Advisory Committee for their help in solving the many technical problems that came up during the months of work on this study. Hopefully it will contribute to more effective educational programs in the hospital food service field.

Minna L. Gosman
Associate Director

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SUMMARY

Objectives

1. To compile a comprehensive inventory of tasks which make up the Food Service function in health facilities.
2. To analyze which of the tasks are currently being performed by various levels of personnel working in the Food Service department.
3. To determine the components of a curriculum which would satisfy the training needs required by the various levels of personnel to perform the tasks in the Food Service department.
4. To ascertain the feasibility of a pattern of upward career mobility provided in the development of a curriculum.

Procedures Employed

1. A search of pertinent literature to determine current practices and trends in the Food Service department.
2. The development, through direct observation and consultation with experts, of a survey instrument based on an inventory of tasks performed by the personnel of the hospital Food Service department.
3. The survey of a panel of experts in hospital Food Service, utilizing the results to evaluate dimensions and attributes of each task.
4. The survey of personnel employed in the Food Service department in a national sample of health care facilities.
5. The use of a computer to compile and analyze data.
6. The evaluation of data to determine curriculum needs for various occupational levels.

Findings

1. Current practice indicates a pattern of considerable overlapping of tasks by various occupational levels in the Food Service department.
2. The Expert Panel designation of tasks to a specific category of worker was frequently found to be at variance with actual practice.
3. There were many tasks rated higher in difficulty by the Expert Panel than by personnel performing the task.
4. Survey results revealed no discernible relationship between criticality, difficulty, and technical knowledge. When the Expert Panel rated a task as being very critical, they did not necessarily rate it as being difficult or requiring a high level of technical knowledge.

Implications and Suggestions for Curriculum Development

1. The number of persons surveyed who had neither training nor previous hospital experience in Food Service suggests that the hospital is carrying the burden of instruction. The development of instructional modules for training new employees would be both beneficial and desirable.

2. Where one percent to 24 percent of personnel performed a task, the task was considered specific to the hospital concerned and was not included in curriculum considerations. It was left to each facility to teach the skills for its unique requirements.

3. All tasks performed by 25 percent or more of personnel in any category in the survey sample are to be included in the Food Service curriculum. The over-fifty-percent response and the over-seventy-five-percent response are to be utilized by the Allied Health Professions Project to set priorities in development of instructional material.

4. Training needs for the accomplishment of unique and common tasks performed by each category of personnel were identified.

5. Tasks were grouped into content areas for the future formulation of instructional units.

6. Vertical and horizontal mobility for the occupational categories in a Food Service department is feasible. The progression from one category to another depends on a program that teaches the skills and knowledge to perform the additional required tasks. The number of new tasks to be learned (the curriculum) will vary according to the desired position.

OCCUPATIONAL ANALYSIS OF TASKS PERFORMED IN HOSPITAL FOOD SERVICE DEPARTMENT

I. INTRODUCTION

The Project and Its Goals

Early in 1968 the United States Office of Education invited proposals for research and development programs to stimulate the recruitment and training of manpower for the allied health occupations. One of the organizations invited to participate was the Division of Vocational Education of the University of California at Los Angeles. A proposal submitted by the division was approved by the Office of Education and funded for a four-year period. Designated as the Allied Health Professions Project (AHPP), the program began operations in August 1968.

The objectives of the Allied Health Professions Project are to develop pre-service and in-service curricula and instructional materials for a group of health occupations at levels ranging from on-the-job training to the junior college associate degree and to provide a means of updating curricula as required by occupational changes.

The initial steps leading to the development of curricula involve the identification and listing of all possible tasks in a specified functional area, and verification of performance by personnel in the occupational categories under consideration. The use of a task inventory, it was believed, could provide performance goals and delineate the specific skills which must be learned to do the job. The health occupations to be explored included both facility support services and clinical occupations.

Food Service was identified as one of the major occupational areas for which the development of curricula is envisioned. The present report deals with the results of a survey of task performance in this field.

II. PROCEDURES

A. Development of the Task List

In keeping with the objectives of the Project, a task analysis of Food Service occupations was undertaken. The project staff developed a survey instrument for all personnel working within the Food Service department. What follows is a brief discussion of the survey instrument and the kind of information it provided in relation to the Food Service occupations.

1. Task identification

Materials for an initial list of Food Service tasks were obtained by utilizing several sources. A survey of the relevant literature was made, job descriptions were obtained, practitioners were interviewed to elicit information regarding their job activities, and observations were conducted by the AHPP research staff of different Food Service department personnel in several hospitals in the Los Angeles area.

The original list developed by the project staff was supplemented, altered, and authenticated by a National Technical Advisory Committee. The Committee consisted of persons with experience and knowledge in the Food Service area in hospitals and other institutions.

Task identification resulted in a list of 248 tasks grouped under twelve major subheadings defining broad areas of activities. (See Appendix 1-A for complete task inventory.) The subheadings were further designated as either operational or administrative functions. The functional areas, with examples of the tasks comprising them, are as follows:

Departmental Operations

a) Menu Planning

Example: Plan cafeteria and employee menus

b) Food Procurement

Example: Write specifications for grades and quality of food to be purchased

c) Food Production

Example: Combine or mix in required proportions at appropriate time according to specifications in recipe

d) Patient Food Service

Example: Dish out hot and cold foods in standardized manner

e) Patron Food Service: Cafeteria, dining room, vending machine, and other

Example: Order from central kitchen

f) Sanitation and Cleaning

Example: Schedule work assignments for cleaning all areas and equipment

g) Safety

Example: Maintain equipment in good operating condition

h) Employee Utilization

Example: Assign individuals to specific schedules (including holidays and leaves of absence)

i) Nutrition Services

Example: Develop diet manual and keep updated

j) Records and Forms

Example: Maintain a procedure book for department recordkeeping

Administrative Functions

a) Establishing Objectives and Policies

Example: Formulate objectives and goals of dietary department

b) Plan Department Organization

Example: Determine staffing needs

c) Budgeting

Example: Submit budget for correction and approval by department head and administrator of institution

d) Personnel Selection

Example: Interview and evaluate job candidates

e) Direct Supervisory Staff

Example: Assign responsibilities and follow through performance

f) Coordinate Activities Within Department and Total Facility

Example: Coordinate assignments of regular and volunteer workers with other departments

g) Research

Example: Conduct food acceptance studies

h) Public Relations

Example: Represent your department and facility at community meetings

i) Planning Changes and Additions

Example: Confer with architects and food consultant

j) Education and Training

Example: Plan educational programs

2. Pre-surveying the Task List

A pre-survey was conducted to test the preliminary Food Service task list on a small group of respondents before administering it to the large national survey sample. The pre-survey served to obtain suggestions for additions, deletions, and modifications of tasks from persons with experience in the field of food administration.

Whenever possible, the respondent completed the survey questionnaire in the presence of an AHPP research assistant. Thus, if a respondent appeared to experience confusion or difficulty in responding to a task, it was possible to determine the cause of the difficulty and correct the problem.

The task list was continually being revised as the pre-survey progressed, modifications based on the suggestions and criticisms of successive respondents being incorporated into the list before presenting the questionnaire to later respondents. Tasks that a majority of respondents considered not to be germane to the field were either eliminated or re-worded as suggested by respondents. As the pre-survey continued, fewer criticisms were voiced by successive respondents, and the final draft of the task list was developed after the tenth respondent had been surveyed.

Two major modifications resulted from this procedure: (1) condensing of the questionnaire and (2) the changing of the order of the questionnaire by placing the "Departmental Operations" section before the "Administrative Functions" section. This sequence was seen to sustain the interest of all levels of personnel. In contrast, when administrative tasks were placed first, the General Helper, who had little role in performing them, tended to be uninterested.

B. Objectives and Design of the Survey Instrument

With respect to an occupational function, the major intent of the AHPP staff was to gather those data which would be most relevant to the development of instructional materials. The survey is specifically directed to the following questions:

1. Does the individual perform the task?

2. Does the individual supervise the performance of the task?

3. What is the frequency with which each task is performed?

4. What is the level of difficulty of the task?

It was assumed that the employee could most accurately assess the frequency with which he performed a task. Likewise, the assessment by the employee of the difficulty of the task was thought to provide useful information in determining concepts or skills involved in competent performance. (Directions to survey respondent and sample of the survey instrument appear in Appendices 1-B and 1-C, respectively.)

The results of the task survey do not by themselves provide the range of information required for adequate task analysis. The development of effective and relevant curricula demands a careful and critical assessment of a number of dimensions essential to task performance, not all of them obtainable through questions directed to personnel. For example, the dimension of "difficulty" has both a subjective and an objective component, information on the former being obtained by the responses of personnel to the task survey discussed above. To measure the objective component requires expert analysis and evaluation of the task and its accompanying procedures.

C. Other Data

In addition to the responses of personnel to the task survey, the National Technical Advisory Committee and other selected experts were asked to make judgments concerning dimensions of task performance considered important in the building of an innovative training program. These dimensions are as follows:

1. Difficulty: This scale is designed to evaluate the level of manual skill required to perform the task well.

2. Criticality: This scale is intended to assess the level of tolerance which can be allowed in the performance of each task without a significant loss of time, materials, equipment, or patient safety.

3. Technical Knowledge: This scale is intended to evaluate the depth of knowledge in terms of number of procedures and quality of decision-making required to perform a task well.

4. Occupational Level: Not a scale but a judgment concerning the occupational title appropriate and competent to perform the task.

A description of these scales and the procedure for their application by the panel of experts and a sample questionnaire are found in Appendix 2 and Appendix 3.

D. Background Information

Each survey respondent to whom the questionnaire was given was also requested to complete a background information inventory regarding his work situation and personal characteristics. The questions asked were to indicate such facts as education, certification, previous experience, age, sex, size of hospital and department. (See Appendix 4 for sample of the Background Information Questionnaire.)

E. Survey Sample

Since the curricula and instructional materials developed were to have national applicability, respondents to the task analysis survey were selected in a way which would reflect a generalized pattern of functions in health facility Food Service departments for the country as a whole. A list of 48 health facilities was developed from which respondents were selected for all or most of the occupational analyses to be undertaken by the project.

Medical facilities were surveyed in six designated geographical areas, each centered in a metropolis and within a radius of approximately 200 miles. Both urban and rural hospitals were included. The centers were Boston, Chicago, Birmingham, Denver, Los Angeles, and Seattle. Criteria for selection included hospital size (number of beds) and type (acute or Extended-Care Facility). Each area sample included two hospitals with less than 100 beds, and two Extended-Care Facilities. Additional requirements for the selection of sample institutions were that they be accredited by the Joint Commission on Accreditation, that they meet the requirements for Medicare, and that they be willing to participate in the survey. (See Appendix 5 for list of hospitals surveyed.)

F. Method of Administering the Questionnaire

Each hospital designated one of its employees as the survey administrator and was requested to provide the job titles, job descriptions, and number of employees in each group within the occupation under study. This list provided the information for determining the number of questionnaires distributed to each facility.

The survey administrator was charged with distribution of a packet to each respondent. The packet included the questionnaire, a background information sheet, a set of instructions, and an envelope. The questionnaires were designed to be self-administered and were sealed in the envelope before they were returned to the survey administrator. The survey administrator collected and forwarded all completed survey packets to the Allied Health Professions Project for further processing.

Assistance in the processing and reduction of survey and background information data and computer analysis of these data were provided by the Survey Research Center of the University of California at Los Angeles. Compilations of data were obtained for frequency, supervision, and difficulty responses to all tasks listed on the survey for all of the occupational groups. The mean, mode, and median were calculated for each distribution in terms of the numerical scale values. The responses to all tasks listed on the survey by the Expert Panel were tabulated for difficulty, criticality, technical knowledge, and occupational level, and means and modes were calculated for each distribution in terms of the numerical scale values.

Table 1

NUMBER OF QUESTIONNAIRES DISTRIBUTED AND NUMBER AND PERCENT RESPONSES RECEIVED

	Geographic Area						
Number Questionnaires	Birmingham	Boston	Chicago	Denver	Los Angeles	Seattle	Total
Distributed	51	58	48	46	37	42	282
Returned	37	39	34	44	29	37	220
Percent returned	74	67	70	96	80	88	78

Table 2

NUMBER OF RESPONDENTS BY OCCUPATIONAL TITLE AND GEOGRAPHIC AREA

	Geographic Area						
	Birmingham	Boston	Chicago	Denver	L.A.	Seattle	Total
Number of Respondents	37	39	34	44	29	37	220
General Helpers	13	12	13	17	11	21	87
Food Production Supervisor	8	5	1	10	8	4	36
Food Service Supervisor	10	9	8	9	5	2	43
Asst. Dietitian	3	3	2	4	2	1	15
Dietitian	2	3	6	1	3	4	19
Administrator	1	7	4	3	0	5	20

Thirty-nine percent of the respondents were General Helpers. Sixty-one percent have supervisory responsibilities and comprise the remaining categories.

III. DATA ANALYSIS

A. Analysis of Background Information from the Respondents

A total of 282 questionnaires was distributed to the Food Service personnel. Usable responses were received in time for processing from 220 respondents, a response rate of 78 percent (see Table 1). Table 2 illustrates the response according to occupational title and geographic area. Several additional questionnaires received after the cutoff date were not included in the analysis of the data.

Fifteen different titles comprised the occupations reported by respondents participating in the Survey. Based upon the similarity in job descriptions for many of the titles, these were reduced to seven. A study of patterns of similarity in task performance suggested a further clustering of occupational titles for General Worker and Diet Aide. These were combined into the single category, General Helper.

The following table illustrates the clustering of titles as reported by the survey respondents. Where applicable, numbers are also provided from the Office of Education's classifications and from the Department of Labor's Directory of Occupational Titles.

Table 3

CLUSTERING OF POSITION TITLES INTO OCCUPATIONAL CATEGORIES

Dictionary of Occupational Titles Department of Labor	U.S. Office of Education Classification	Position title reported by the respondent	Assigned Occupational Category
318.887 317.884 079.588 311.-T 299.468-010	 17.2904 04.06 	General Worker Clerk Tray Girl Cashier Diet Aide	General Helper
313.168 310.138	17.2902 09.0203	Food Production Supervisor Kitchen Manager	Food Production Supervisor
319.138	07.0908 09.0203	Food Service Supervisor Tray Girl Supervisor	Food Service Supervisor
		Assistant Dietitian	Assistant Dietitian
077.128		Dietitian Therapeutic Dietitian	Dietitian
077.118 077.168		Food Service Manager Director of Food Service Food Service Administrator	Food Service Administrator

Table 4

DESCRIPTION OF RESPONDENTS BY OCCUPATIONAL CATEGORY

Item	General Helper	Food Production Supervisor	Food Service Supervisor	Assistant Dietitian	Dietitian	Administrator	Total N	Total %
Occupational Title								
Size of Hospital								
Acute General Hospital								
Less than 100 Beds	17	6	5	1	2	4	35	16%
100 - 199 Beds	21	9	12	6	6	3	57	26%
More than 200 Beds	41	14	20	8	11	9	103	47%
Extended-Care Facility	8	7	6	0	0	4	25	11%
Total	87	36	43	15	19	20	220	100%
Area of Food Service								
Kitchen	11	7	2	1	0	0	21	10%
Patient Food Service	72	28	36	14	19	15	184	84%
Patron Food Service	1	0	4	0	0	5	10	4%
Purchasing Store	1	0	0	0	0	0	1	--
Did not answer	2	1	1	0	0	0	4	2%
Total	87	36	43	15	19	20	220	100%
Age								
Less than 20 Years	12	0	2	0	1	0	15	7%
20 - 29 Years	22	3	2	5	7	4	43	19%
30 - 39 Years	15	5	7	3	3	4	37	17%
40 - 49 Years	18	9	9	2	5	7	50	23%
50 - 59 Years	18	15	14	2	3	3	45	25%
More than 60 Years	2	4	6	1	0	2	15	7%
Did not answer	0	0	3	2	0	0	5	2%
Total	87	36	43	15	19	20	220	100%

Table 4 (continued)

	Occupational Title							
	General Helper	Food Production Supervisor	Food Service Supervisor	Assistant Dietitian	Dietitian	Administrator	Total N	Total %
Sex								
Male	11	7	5	0	0	14	37	17%
Female	76	29	38	15	18	6	182	83%
Did not answer	0	0	0	0	1	0	1	--
Total	87	36	43	15	19	20	220	100%
Salary								
Less than $2,000	5	0	1	1	1	0	7	3%
$2,000 - $3,999	36	13	5	6	2	0	62	28%
$4,000 - $5,999	38	8	22	2	6	1	77	35%
$6,000 - $7,999	3	9	11	1	3	2	29	13%
$8,000 - $9,999	0	2	0	4	6	8	20	9%
$10,000 - $11,999	0	1	1	0	0	4	6	3%
$12,000 - $15,000	0	0	0	0	1	3	4	2%
Did not answer	5	3	4	1	0	2	15	7%
Total	87	36	43	15	19	20	220	100%
Academic Education Completed								
Less than high school	22	12	7	1	0	3	45	20%
High school or equivalent	37	16	17	3	2	4	79	36%
Some college (no degree)	14	4	11	0	1	2	32	15%
Associate degree	0	0	1	1	0	1	3	1%
Bachelor's degree	0	1	0	6	12	7	26	12%
Master's degree	0	0	0	1	1	0	2	1%
Other	2	1	2	0	1	1	7	3%
Did not answer	12	2	5	3	2	2	26	12%
Total	87	36	43	15	19	20	220	100%

Table 4 (continued)

	Occupational Title							
	General Helper	Food Production Supervisor	Food Service Supervisor	Assistant Dietitian	Dietitian	Administrator	Total N	Total %
Previous Occupation								
Food Industry-Related	0	5	5	2	2	7	21	10%
Food Service-Related	19	15	11	4	4	4	57	26%
Non-food Related	16	5	7	3	0	3	34	15%
Teacher	0	0	1	2	2	0	5	2%
Student	6	0	0	1	5	2	14	6%
Housewife	12	5	2	1	0	0	20	9%
Miscellaneous	4	0	4	0	0	0	8	4%
Did not answer	30	6	13	2	6	4	61	28%
Total	87	36	43	15	19	20	220	100%
Years in Present Position								
Less than 1 Year	9	2	2	1	2	1	17	8%
1 - 2 Years	17	1	5	5	1	0	29	12%
3 - 5 Years	20	6	6	1	5	5	43	19%
6 - 9 Years	14	6	15	3	0	4	42	19%
10 Plus Years	15	17	11	5	10	8	66	30%
Did not answer	12	4	4	0	1	2	27	12%
Total	87	36	43	15	19	20	220	100%

Respondents by Occupational Category and by Size of Hospital:

The distribution of respondents by hospital size showed that 47 percent of the survey sample came from large hospitals (200 or more beds). It is interesting to note that there were no respondents with titles of either Assistant Dietitian or Dietitian from the Extended-Care facilities.

Area of Food Service Department in which Respondents Perform:

The respondents came from three departments--kitchen, Patient Food Service, and Patron Food Service. Eighty-four percent of the respondents came from Patient Food Service. (Ten percent of the respondents came from the Patron Food Service section and may account for the fewer number of tasks performed in this area.)

Respondents by Occupational Category by Age:

Median age is 40 - 49 years for all respondents, a middle-aged population.

The categories of Food Production Supervisor and Food Service Supervisor have the highest median age level (50-59 years). The General Helper, Assistant Dietitians, and Dietitians have the lowest median age (30-39 years) while the median age for the Administrator is 40-49 years.

Respondents by Occupational Category by Sex:

There were no male Assistant Dietitians or Dietitians. Seventy percent of the Administrators were males. The highest number of personnel in all other categories are female.

Respondents by Salary:

The median salary for the total Food Service department is $4,000-$5,999.

The median salary for General Helper and Assistant Dietitian is $4,000-$5,999 when the part-time employees are not considered. The median salary for the Dietitian is $8,000-$9,999 when part-time employees are not considered. The median salary for the Administrator is $8,000-$9,999. Six General Helpers, three Assistant Dietitians and six Dietitians in the survey sample are part-time employees.

Respondents by Academic Education Completed:

The median for education completed indicates a level of high school or equivalent for General Helpers, Food Production Supervisors, and Food Service Supervisors. The median for Assistant Dietitian and Dietitian is the bachelor's degree. The median for formal education completed, i.e., associate degree, for Administrators is less than that of the Assistant Dietitian and the Dietitian.

Respondents by Position-Title and by Previous Positions Held:

Forty-two percent of the Food Service personnel came to the current job from food-related occupations. Thirty-six percent held previous positions that were not food-related. Six percent had been students. Those who had been students and were now either Assistant Dietitians, Dietitians or Administrators came directly to their present positions from school.

Respondents by Position Title and Years in Present Position:

The respondent population appeared to be stable with the median for the personnel employed at their present facilities 5 - 9 years.

The median years in present position was lowest (3 - 5 years) for General Helpers and highest (10 plus years) for Dietitians and Food Production Supervisors.

B. Description of Statistics Used

The following section deals with the data as reported by each category of respondents.

For each category there is a narrative which includes a summary of the background information and the highlights regarding each dimension surveyed. The narrative is accompanied by a chart which reports the details of each dimension surveyed.

The results of the occupational analysis are described in terms of the following task parameters.

1. Each occupational category is reported separately.

2. Percentage in each category who either perform or supervise the task:

   a. The task is listed by function and number only if it was performed by at least 25 percent of the respondents within the category.

   b. There is a "+" symbol on the right side of the column labeled "Task" if the number of respondents in the category performing the task was 50 percent to 74 percent.

   c. There is a "++" symbol on the right side of the column labeled "Task" if the number of respondents in the category performing the task was 75 percent and over.

3. The column labeled "Frequency" is recorded using the mean value derived from a scale which appeared in the directions to the survey respondents. (See Appendix 1-B for scale.) The numbers at the head of the "Frequency" column represent the mean score. These were reversed to read "4, 3, 2, 1" so that the visual presentation conveys the fact that the longer line denotes the greater frequency of performance.

   Interpreting the following example:

			Frequency			
			4	3	2	1
C	15	Dispose of Waste	■	■	■	■
H	2	Arrange Special Events	■			

Task C - 15, Dispose of Waste, has a mean score of "1" and is performed several times daily.

Task H- 2, Arrange Special Events, has mean score of "4" and is performed several times a year.

Frequency of performance is rated by and recorded only for the survey respondents.

4. The column labeled "Difficulty" is recorded with a solid black line using the mean value from the scale in the directions to survey respondents. (See Appendix 1-B.) This column also records the rating by the Expert Panel. The score, the mean value, is designated by a striped line.

Interpreting the following example taken from the chart pertaining to the Food Service Supervisor:

			Difficulty		
			1	2	3
D	11	Check meals for quality food service			

Task D - 11, Check meals for quality food service, is rated by the survey respondents as easy (mean score = 1), whereas it is rated as moderately difficult (mean score = 2) by the Expert Panel.

5. Column labeled "Technical Knowledge" is rated by the Expert Panel only. The scale is found on page 68 (Appendix 2). The recording, by a striped line, represents the mean value.

Interpreting the following example:

			Technical Knowledge				
			1	2	3	4	5
A	3	Plan menus for modified diets					
C	15	Dispose of waste					

Task A - 3, Plan menus for modified diets, is rated by the Expert Panel as requiring technical knowledge at a level of ability to analyze complex tasks, non-routine or common to daily practices. This is Level 4 in a scale which has a range of 1 to 5.

Task C - 15, Dispose of waste, is rated by the Panel at Level 1 for technical knowledge. Level 1 is the ability to locate information and to follow simple directions.

6. Column labeled "Criticality" is rated by the Expert Panel only. The scale for this dimension is found on page 67 (Appendix 2). The results are represented on the chart by a striped line and designates the mean.

Interpreting the following example:

			Criticality				
			1	2	3	4	5
J	5	Keep file on menus used					
C	15	Dispose of waste					

The Expert Panel rated J - 5, Keep file on menus used, at Level 2 for criticality. There are five levels in the "Criticality" scale. Level 2 reads "some deviation is normally tolerated."

Task C - 15, Dispose of waste, is rated at Level 4. Level 4 reads "very little error may be allowed without risk to employee or patient."

7. The column labeled "Occupational Level judged by Expert Panel" records the results based on the ratings by the Expert Panel for which occupational category or categories should be performing the task. See page 69 (Appendix 2). Multiple occupational levels were frequently designated by the Expert Panel. It was decided to record more than one occupational level if three or more of the Expert Panel rated any one of the occupational categories as the appropriate level to be performing the task.

Interpreting the following example:

			Occupational Level
C	51	Compute portions for modified diets	6
D	11	Check meals for quality food service	3, 5, 6, 7

Task C - 51, Compute portions for modified diets, is designated by the Expert Panel as being exclusively within the purview of the Dietitian occupation.

Task D - 11, Check meals for quality food service, is considered by the Expert Panel as being a responsibility to be shared by the Food Service Supervisors, Food Production Supervisor, the Dietitian, and the Department Administrator. At least three Panel members designated one of the four occupational levels.

C. Analysis of Task Data

GENERAL HELPER CATEGORY

Background Description

The category of General Helper includes the following titles: General Worker, Clerk, Tray Girl, Cashier, and Diet Aide. The Diet Aide's task performance pattern is substantially the same as that of the other General Helpers. Eighty-seven percent of the General Helpers are females. Their salaries range from less than $2,000 to $8,000 per year. Six part-time workers account for the less than $2,000 category. Twenty-one percent had better than college education and thirty-seven persons had a high school diploma (see Table 4, page 9). Twenty-four percent came to the current job from food-related occupations; fourteen percent stated that they came from non-food-related occupations. For the remaining, this job may be the first ever held.

Comments on Tasks Performed by General Helper Category:

Thirteen tasks are performed* exclusively by the General Helper Category. These are:

1. Slice butter and place pats on cardboards
2. Portion drinks
3. Portion bread
4. Pre-test tray-line
5. Transport to serving unit
6. Serve to patient

*Tasks performed: defined as those tasks that are reported as performed by more than 24 percent of the respondents in any category under discussion.

7. Assemble tray

8. Send up bulk nourishment to nursing station on floor

9. Pick up soiled trays and return to dishwashing area

10. Bus dishes, clean tables, and wash service areas

11. Clean and set up service areas

12. Wash dishes by method prescribed for facility

13. Clean cooking and serving utensils

All other tasks performed by this category of personnel are also performed by other categories of personnel in the department.

The General Helper assumes no administrative responsibilities.

The tasks performed by the General Helper category are contained within four functions: C--Food Production, D--Patient Food Service, E--Patron Food Service, F--Sanitation and Cleaning.

Frequency

C-20 (Prepare fruits and juices), D-14 (Assemble late or hold trays), and D-18 (Assemble tray), are performed by at least 50 percent of the respondents in the General Helper category. All tasks performed by the General Helper are done at least once a day and in seven instances several times a day.

Difficulty

All tasks except five were rated at a level of difficulty of 1, easy. The five tasks, C-52 (Weigh and measure where indicated to meet dietetic requirement), D-3 (Tally order for tray-line and production areas), D-5 (Pre-set tray-line), D-8 (Check menu with tray contents and correct where needed), and D-13 (Provide menu substitutions, second portions, or special items for patient needs), were rated by respondents as moderately difficult and, with the exception of D-13, all higher than the rating given by the Expert Panel.

Technical Knowledge

The Expert Panel rated all tasks performed by the General Helper at level 1 or 2 except D-8 and D-13 where technical knowledge was given a level 3 rating.

Criticality

The group of tasks performed by the General Helper category all rated at least level 3 in criticality even though most tasks were considered neither difficult nor requiring a high degree of technical knowledge.

Occupational Level

Although three tasks presently performed by the General Helper were designated by the Expert Panel to be performed by a higher level of personnel, Food Service Supervisor performs tasks C-49 (Organize and assemble pre-portion food items at tray-line) and D-8 (Check menu with tray contents and correct where needed). The Dietitian performs task D-13 (Provide menu substitutions, second portions, or special items for patient needs). The implication is that the General Helper may be performing a critical function under close supervision.

CHART 1

TASKS PERFORMED BY THE GENERAL HELPER

Function	Task #	Task	Frequency* rated by Respondent				Difficulty* rated by Respondent and Expert Panel			Technical knowledge* rated by Expert Panel					Criticality* rated by Expert Panel					Occupational Level judged by Expert Panel
			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		DEPARTMENTAL OPERATIONS																		
C	1	Receive patient census and menu tally																		1,5
C	15	Dispose of waste																		1
C	20	Prepare fruits and juices																		1
C	21	Prepare salads																		1
C	22	Prepare sandwiches and fountain items																		1
C	38	Prepare toast																		1
C	39	Prepare beverages																		1
C	41	Return excess food to storage																		1
C	43	Cover pre-prepared foods																		1
C	44	Slice butter and place pats on cardboards																		1
C	45	Wrap sandwiches																		1
C	46	Portion drinks																		1
C	47	Portion bread																		1
C	48	Portion cakes and pies onto serving dishes																		1
C	49	Organize and assemble pre-portion food items at tray-line																		3
C	50	Tally menu cards for modified diets																		1
C	52	Weigh and measure where indicated to meet dietetic requirement																		1
C	53	Transfer to holding area until needed for serving																		1
C	54	Return unused raw products to stock																		1
D	1	Receive diet order or selective menu from patients																		1

CHART 1 (Continued)

TASKS PERFORMED BY THE GENERAL HELPER

			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
D	3	Tally order for tray-line and production areas																		1
D	4	Prepare menu slips and tray cards																		1
D	5	Pre-set tray-line																		1
D	6	Dish out hot and cold foods in standardized manner																		1
D	8	Check menu with tray contents and correct where needed																		3
D	9	Place in conveyor or cart																		1
D	10	Transport to serving unit																		1
D	12	Serve to patient																		1
D	13	Provide menu substitutions, second portions or special items for patient needs																		6
D	14	Assemble late or hold trays +																		1
D	15	Transfer nourishment request from diet order																		1
D	18	Assemble tray +																		1
D	19	Send up bulk nourishment to nursing station on floor																		1
D	20	Pick up soiled trays and return to dishwashing area																		1
E	2	Store items for service in refrigerators or warmers																		1
E	6	Dish up food																		1
E	7	Bus dishes, clean tables and wash service areas																		1
E	8	Remove counter leftovers and return for proper storage																		1
E	10	Clean and set up service areas																		1
F	5	Wash dishes by method prescribed for facility																		1
F	6	Clean cooking and serving utensils																		1

Key to Symbols:
- ▬ = rated by survey respondent
- ▮▮▮ = rated by Expert Panel
- * = mean value
- + = 50 to 74% respondents perform task

Recommended Occupational Level:
- 1 = General Helper
- 3 = Food Service Supervisor
- 5 = Food Production Supervisor
- 6 = Dietitian
- 7 = Administrator

FOOD PRODUCTION SUPERVISOR (FPS) CATEGORY

Background Description

Respondents with job titles of Food Production Supervisor and Kitchen Manager were combined because the task performance pattern was the same. Both classifications were included as Food Production Supervisor. Ninety-six percent of the personnel in this category designated Kitchen and Patient Food Service as their primary sections in the Food Service department. Twenty-seven percent listed their major duties as administrative and supervisory, whereas fifty-eight percent listed food production tasks as their major duties. Fifty-four percent had a food-related occupation as their previous job. Thirty-three percent have less than a high school diploma, forty-four percent possess a high school diploma, eleven percent had some college education. As to certification, one respondent was a Registered Dietitian. Median salary is $4,000 - $5,999. Salaries range from $2,000 - $11,999.

Comments on the Tasks Performed by Food Production Supervisors

The Food Production Supervisor performs 67 tasks. Eighteen tasks were performed by at least 50 percent of the survey respondents. Twenty-five tasks are performed exclusively by the Food Production Supervisors. All but two of these are within the "C" function concerned with food production. The other two tasks are D-7 (Maintaining food temperatures) and E-5 (Set up serving lines). Only six percent of all the tasks performed by this occupational category are in the administrative area.

Frequency

All but three tasks are performed at least once a day; twenty-four of these tasks are done several times a day. The three tasks, C-12 (Requisition equipment and supplies when needed), II-F-2 (Attend Food Service department meetings), and G-4 (Test new food products) are done once a week or several times a month.

Difficulty

None of the tasks performed by the Food Production Supervisors was perceived to go above moderate level of difficulty except for task II-G-4 (Test new food products) which the Expert Panel rated at level 3. The ratings of two-thirds of the tasks for this group were identical; however, the respondents rated 14 tasks as more difficult than the Experts believed, while the Experts rated 8 other tasks as more difficult than the respondents judged them.

Technical Knowledge

Tasks C-6 (Expand or decrease recipe quantity) was the only task among those performed by the Food Production Supervisor which was judged at level 5, the highest rating in the scale.

Criticality

No task in this group fell below level 3 in criticality. Only one, task C-29 (Prepare potatoes, rice, noodles, etc.) was judged at level 5, the highest level of technical knowledge required.

Occupational Level

Twenty-four tasks reported performed only by the Food Production Supervisors were judged as most appropriately performed at occupational level of General Helper. There were 18 other tasks which were judged General Helper tasks which both Food Production Supervisors and General Workers were doing.

CHART 2

TASKS PERFORMED BY THE FOOD PRODUCTION SUPERVISOR

Function	Task #	Task	Frequency* rated by Respondent				Difficulty* rated by Respondent and Expert Panel			Technical knowledge* rated by Expert Panel					Criticality* rated by Expert Panel					Occupational Level judged by Expert Panel
			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		DEPARTMENTAL OPERATIONS																		
A	2	Plan cafeteria and employee menus																		7
A	6	Communicate menu changes																		7
B	6	Make purchases for department																		5,7
B	9	Check packing list with purchase order																		1
B	13	Inspect stores items regularly for condition																		5,7
C	1	Receive patient census and menu tally																		1,5
C	2	Determine kinds and quantity of food needed																		5,7
C	3	Check that all needed menu items are in stock																		5
C	4	Determine use of carry-over food +																		5
C	5	Select recipes to be used																		5
C	6	Expand or decrease recipe quantity +																		5
C	7	Review recipes and record adjustments at regular intervals																		5,7
C	10	Requisition or order food items from stores																		5
C	11	Specify dish or container layout																		3,5
C	12	Requisition equipment and supplies when needed																		3
C	13	Pre-prepare meat, poultry, or fish following recipe directions to cut, slice, chop, bone, trim, portion etc. +																		1
C	14	Store in suitable container and appropriate storage area +																		1
C	15	Dispose of waste																		1
C	16	Assemble necessary food items for each preparation center																		1

CHART 2 (Continued)

TASKS PERFORMED BY THE FOOD PRODUCTION SUPERVISOR

		DEPARTMENTAL OPERATIONS	4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
C	17	Combine or mix in required proportions at appropriate time according to specification in recipe																		1
C	18	Prepare appetizers																		1
C	19	Prepare soups +																		1
C	20	Prepare fruits and juices																		1
C	21	Prepare salads																		1
C	22	Prepare sandwiches and fountain items																		1
C	24	Prepare meats +																		1
C	25	Prepare poultry +																		1
C	26	Prepare fish +																		1
C	27	Prepare eggs +																		1
C	28	Prepare cooked vegetables +																		1
C	29	Prepare potatoes, rice, noodles, etc. +																		1
C	30	Prepare casseroles +																		1
C	31	Prepare gravies and sauces +																		1
C	32	Prepare hot cakes, French toast, hot cereals +																		1
C	33	Prepare baked desserts																		1
C	34	Prepare puddings																		1
C	35	Prepare pies or pastries																		1
C	36	Prepare cakes																		1
C	37	Prepare breads and rolls																		1

Key to Symbols:
- ▬▬ = rated by survey respondent
- ▮▮▮▮ = rated by Expert Panel
- * = mean value
- + = 50 to 74% respondents perform task

Recommended Occupational Level:
- 1 = General Helper
- 3 = Food Service Supervisor
- 5 = Food Production Supervisor
- 6 = Dietitian
- 7 = Administrator

CHART 2 (Continued)

TASKS PERFORMED BY THE FOOD PRODUCTION SUPERVISOR

Function	Task #	Task	Frequency* rated by Respondent				Difficulty* rated by Respondent and Expert Panel			Technical knowledge* rated by Expert Panel					Criticality* rated by Expert Panel					Occupational Level judged by Expert Panel
			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		DEPARTMENTAL OPERATIONS																		
C	38	Prepare toast																		1
C	39	Prepare beverages																		1
C	40	Process pre-prepared or convenience foods																		1
C	41	Return excess food to storage +																		1
C	42	Decide on method of disposing of sub-standard food																		5
C	43	Cover pre-prepared foods																		1
C	45	Wrap sandwiches																		1
C	48	Portion cakes and pies onto serving dishes																		1
C	49	Organize and assemble pre-portion food items at tray-line																		3
C	51	Compute portions for modified diets																		6
C	52	Weigh and measure where indicated to meet dietetic requirement																		1
C	53	Transfer to holding area until needed for serving																		1
C	54	Return unused raw products to stock +																		1
D	6	Dish out hot and cold foods in standardized manner +																		1
D	7	Maintain food serving temperatures +																		3
D	8	Check menu with tray contents and correct where needed																		3
D	9	Place in conveyor or cart.																		1
D	11	Check meals for quality food service																		3,5,6,7
D	13	Provide menu substitutions, second portion or special items for patient needs																		6
D	14	Assemble late or hold trays																		1

CHART 2 (Continued)

TASKS PERFORMED BY THE FOOD PRODUCTION SUPERVISOR

4 3 2 1 1 2 3 1 2 3 4 5 1 2 3 4 5
DEPARTMENTAL OPERATIONS
E 2 Store items for service in refrigerators or warmers 1
E 5 Set up serving lines 1
E 6 Dish up food 1
E 8 Remove counter leftovers and return for proper storage 1
F 9 Inspect work areas and storage facilities to insure observance of sanitary standards 3,5,7
H 5 Check to see that every employee is on duty 3,5
ADMINISTRATIVE FUNCTIONS
D 1 Identify tasks to be performed by each worker 3,5,6,7
F 2 Attend Food Service Department meetings all
G 4 Test new food products 3,5,6,7
J 8 Give on the job instruction 3,5,6,7

Key to Symbols:
- ▬▬ = rated by survey respondent
- ▮▮▮▮ = rated by Expert Panel
- * = mean value
- + = 50 to 74% respondents perform task

Recommended Occupational Level:
- 1 = General Helper
- 3 = Food Service Supervisor
- 5 = Food Production Supervisor
- 6 = Dietitian
- 7 = Administrator

FOOD SERVICE SUPERVISOR CATEGORY

Background Description

Respondents holding the titles Food Service Supervisor and Tray Girl Supervisor were combined under the title of Food Service Supervisor (FSS). Eighty-eight percent of the respondents were females. Eighty-three percent specify Patron Food Service section as their department. Sixty-three percent designate their major responsibility under miscellaneous titles. Thirty-six percent of the respondents mention previous occupation as food-related. Sixteen percent have less than high school education, thirty-nine percent hold a high school diploma and twenty-five percent list having had some college. None is certified. Their salaries range from $2,000 to $12,000 with a median salary between $4,000 and $5,999. Eighty-three percent are full-time employees; sixteen percent did not answer whether or not they were employed full-time.

Comments on Tasks Performed by the Food Service Supervisor

Two tasks, D-11 (Check meals for quality food service) and H-5 (Check to see that every employee is on duty) are performed by at least 50 percent of all Food Service Supervisors reporting in the survey. All other tasks listed are performed by at least 25 percent of respondents. Twenty-three percent of the tasks are administrative in nature. The rest are operational tasks. Only one task is performed exclusively by Food Service Supervisors, I-E-11 (Collect cash).

Frequency

Task II-D-5 (Recommend personnel for merit raises, promotions, and upgrading) is the least frequently performed task in the Food Service Supervisor's list of tasks performed. It is reported to be done once a month or less. The most frequently performed, several times a day, are D-1 (Receive diet order or selective menu from patients), D-8 (Check menu with tray contents and correct where needed), D-11 (Check meals for quality food service), D-13 (Provide menu substitutions, second portions, or special items for patient needs), and D-15 (Transfer nourishment request from diet order).

Difficulty

Food Service Supervisors rate twenty-two of the tasks they perform as moderately difficult, twenty were rated as easy, and none reached level 3. Only three tasks, E-16 (Prepare rooms for special occasions), G-5 (Fill out accident reports), and H-2 (Schedule basic tasks where time is critical and non-critical) were rated by the survey respondents as being more difficult than the rating by the Expert Panel, while 14 tasks were rated higher in difficulty by the Expert Panel than by the survey respondents.

Technical Knowledge

All the tasks performed by the Food Service Supervisors were rated at least 2 and no greater than level 4.

Criticality

The majority of tasks performed by the Food Service Supervisors were rated at level 4 in criticality and no rating fell below level 3.

Occupational Level

The Expert Panel recommended several categories to perform certain tasks. In the cases where the recommendation was that the task be performed by the General Helper, it was understood that the work would be supervised by the Food Service Supervisor. For purposes of curriculum design it is considered necessary for both levels of personnel to possess the knowledge and skills necessary to perform the tasks. Other Expert Panel recommendations for several categories to perform a specific task appear to be made in consideration of varying sizes and organizational structures of health facilities.

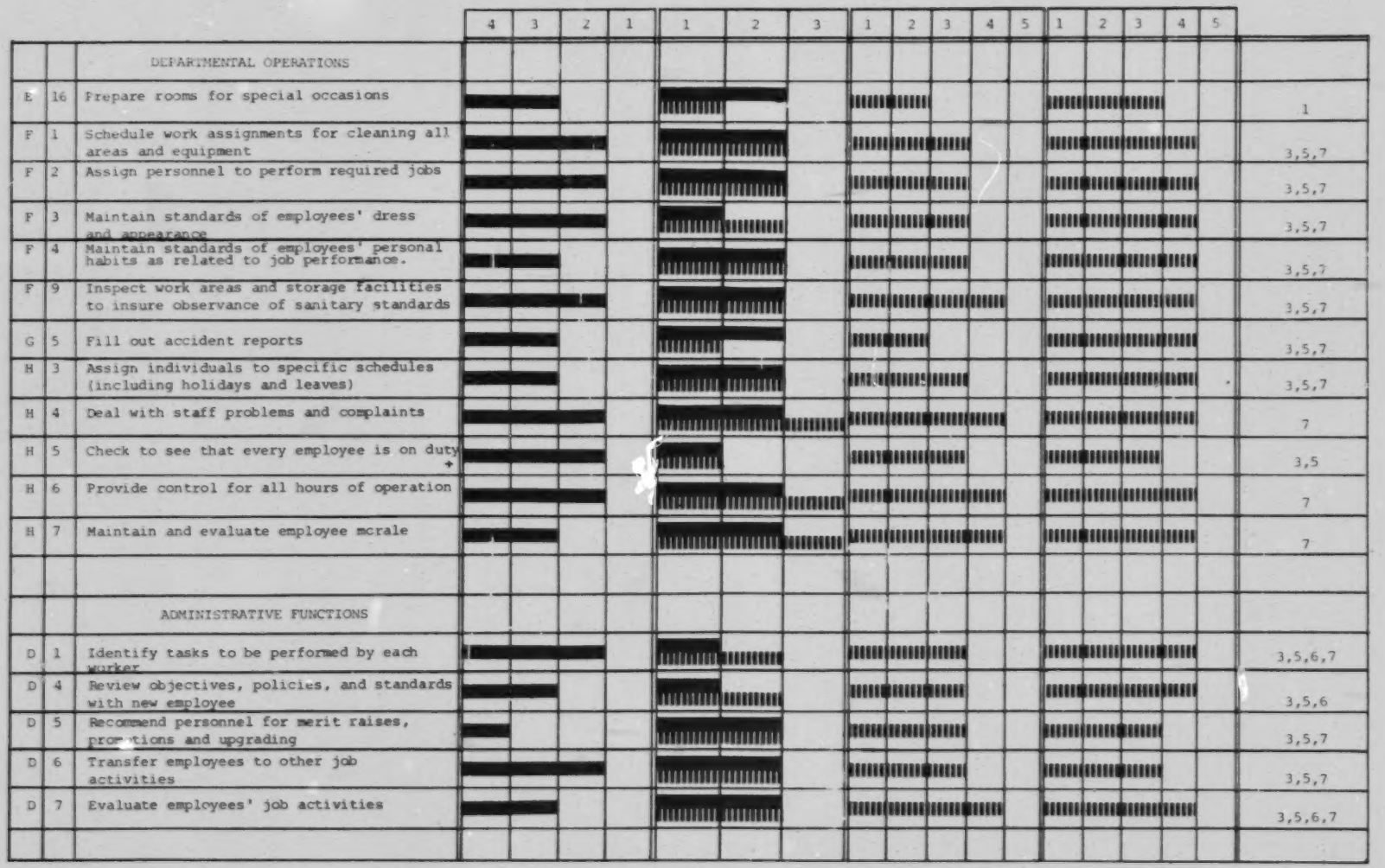
CHART 3

TASKS PERFORMED BY THE FOOD SERVICE SUPERVISOR

Function	Task #	Task	Frequency* rated by Respondent				Difficulty* rated by Respondent and Expert Panel			Technical knowledge* rated by Expert Panel					Criticality* rated by Expert Panel					Occupational Level judged by Expert Panel
			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		DEPARTMENTAL OPERATIONS																		
A	3	Plan menus for modified diets																		6
A	4	Make and/or approve menu changes																		6,7
A	6	Communicate menu changes																		all
A	7	Hold periodic menu conferences with production personnel																		5,7
B	6	Make purchases for department																		5,7
C	1	Receive patient census and menu tally																		1,5
C	3	Check that all needed menu items are in stock																		5
C	9	Assign work order for personnel at each station																		5
C	12	Requisition equipment and supplies when needed																		3
C	50	Tally menu cards for modified diets																		1
D	1	Receive diet order or selective menu from patients																		1
D	2	Transfer patient food order to patient records																		1
D	3	Tally order for tray-line and production areas																		1
D	4	Prepare menu slips and tray cards																		1
D	8	Check menu with tray contents and correct where needed																		3
D	11	Check meals for quality food service																		3,5,6,7
D	13	Provide menu substitutions, second portions or special items for patient needs																		6
D	14	Assemble late or hold trays																		1
D	15	Transfer nourishment request from diet order																		1
E	11	Collect cash																		1

CHART 3 (Continued)

TASKS PERFORMED BY THE FOOD SERVICE SUPERVISOR



			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		DEPARTMENTAL OPERATIONS																		
E	16	Prepare rooms for special occasions																		1
F	1	Schedule work assignments for cleaning all areas and equipment																		3,5,7
F	2	Assign personnel to perform required jobs																		3,5,7
F	3	Maintain standards of employees' dress and appearance																		3,5,7
F	4	Maintain standards of employees' personal habits as related to job performance.																		3,5,7
F	9	Inspect work areas and storage facilities to insure observance of sanitary standards																		3,5,7
G	5	Fill out accident reports																		3,5,7
H	3	Assign individuals to specific schedules (including holidays and leaves)																		3,5,7
H	4	Deal with staff problems and complaints																		7
H	5	Check to see that every employee is on duty +																		3,5
H	6	Provide control for all hours of operation																		7
H	7	Maintain and evaluate employee morale																		7
		ADMINISTRATIVE FUNCTIONS																		
D	1	Identify tasks to be performed by each worker																		3,5,6,7
D	4	Review objectives, policies, and standards with new employee																		3,5,6
D	5	Recommend personnel for merit raises, promotions and upgrading																		3,5,7
D	6	Transfer employees to other job activities																		3,5,7
D	7	Evaluate employees' job activities																		3,5,6,7

Key to Symbols:
- ▬▬ = rated by survey respondent
- ▮▮▮▮▮▮ = rated by Expert Panel
- * = mean value
- + = 50 to 74% respondents perform task

Recommended Occupational Level:
- 1 = General Helper
- 3 = Food Service Supervisor
- 5 = Food Production Supervisor
- 6 = Dietitian
- 7 = Administrator

CHART 3 (Continued)

TASKS PERFORMED BY THE FOOD SERVICE SUPERVISOR

Function	Task #	Task	Frequency* rated by Respondent				Difficulty* rated by Respondent and Expert Panel			Technical knowledge* rated by Expert Panel					Criticality* rated by Expert Panel					Occupational Level judged by Expert Panel
			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		ADMINISTRATIVE FUNCTIONS																		
E	1	Assign responsibilities and follow through on performance	■	■	■		▒	■	▒	▒	▒	▒	▒		▒	▒	▒	▒		3,5,6,7
F	2	Attend food service department meetings	■	■			▒			▒	▒	▒			▒	▒	▒			all
F	4	Investigate and correct grievances, complaints and suggestions of other department personnel, patients, and customers	■	■	■		▒	■	▒	▒	▒	▒	▒		▒	▒	▒	▒		7
H	2	Help arrange special events	■	■			▒	■		▒	▒	▒			▒	▒	▒			3
J	8	Give on-the-job instruction	■	■	■		▒	■	▒	▒	▒	▒			▒	▒	▒	▒		3,5,6,7

Key to Symbols: ■ = rated by survey respondent
▒ = rated by Expert Panel
* = mean value
\+ = 50 to 74% respondents perform task

Recommended Occupational Level: 1 = General Helper
3 = Food Service Supervisor
5 = Food Production Supervisor
6 = Dietitian
7 = Administrator

ASSISTANT DIETITIAN CATEGORY

Background Description

There were fifteen respondents in this group. All Assistant Dietitians are female and forty-nine percent have had a previous food-related occupation. Six percent have less than a high school education, twenty percent have a high school diploma, six percent have an associate of arts degree, forty percent a bachelor's degree, and six percent a master's degree. Three persons (20%) are Registered Dietitians. The educational level for this group as a whole is high when compared to Food Service Supervisor, Food Production Supervisor and General Helper. Two persons reported 3 - 5 month technical training. Seventy-three percent of the Assistant Dietitians work full-time, twenty percent work part-time, and seven percent did not report. Their salaries range from less than $2,000 to $10,000 with a median of $4,000 - $6,000. Part-time work may account for the one person who reported less than $2,000 salary.

Comments on the Tasks Performed by the Assistant Dietitian

Six tasks, D-1 (Receive diet order or selective menu from patients), D-2 (Transfer patient food order to patient records), D-4 (Prepare menu slips and tray cards), D-8 (Check menu with tray contents and correct where needed), D-13 (Provide menu substitutions, second portions, or special items for patient needs), and II-H-5 (Resolve patient complaints) are reported performed by 50 percent or more of Assistant Dietitian respondents.

Only one task, D-15 (Tally orders for nourishment room), is reported as exclusively performed by the Assistant Dietitian category. All other tasks done by the Assistant Dietitians are performed by at least one other category of personnel. Twenty-two percent of the total tasks performed by the Assistant Dietitian are administrative; all the rest are considered departmental operations. Two-thirds of the tasks in the nutrition service function are performed by the Assistant Dietitian.

Frequency

Four tasks, C-1 (Receive patient census and menu tally), C-4 (Determine use of carry-over food), C-39 (Prepare beverages), and C-54 (Return unused raw products to stock) were reported as the most frequently performed tasks of the Assistant Dietitian at level 1 (several times a day). Tasks performed least frequently are G-5, II-D-2, D-4, F-1, F-2, and H-2; these are at level 4 (less than once a month).

Difficulty

Three tasks were rated higher by the survey respondents than by the Expert Panel. Thirteen tasks were rated higher by the Expert Panel than by the survey respondents. Twenty-nine tasks were judged by both groups to be at the same difficulty level. In no instance did the Assistant Dietitians rate their tasks at level 3 of difficulty.

Technical Knowledge

No task was rated at higher than level 4 in Technical Knowledge. Of the 14 tasks rated level 4, eight tasks involved nutritional services. Staff and patient problems and grievances account for the remaining tasks rated level 4.

Criticality

Only one task, I-9 (Calculate diets when necessary), reached level 5 in criticality. No task was rated below level 3.

Occupational Level

The category of Assistant Dietitian was an option not included in the list from which the Expert Panel would select a recommended level. However, since there is such a high degree of overlap in job performance among the various occupational levels, it is interesting to note that with little exception the level designated by the Panel was the level actually performing the task.

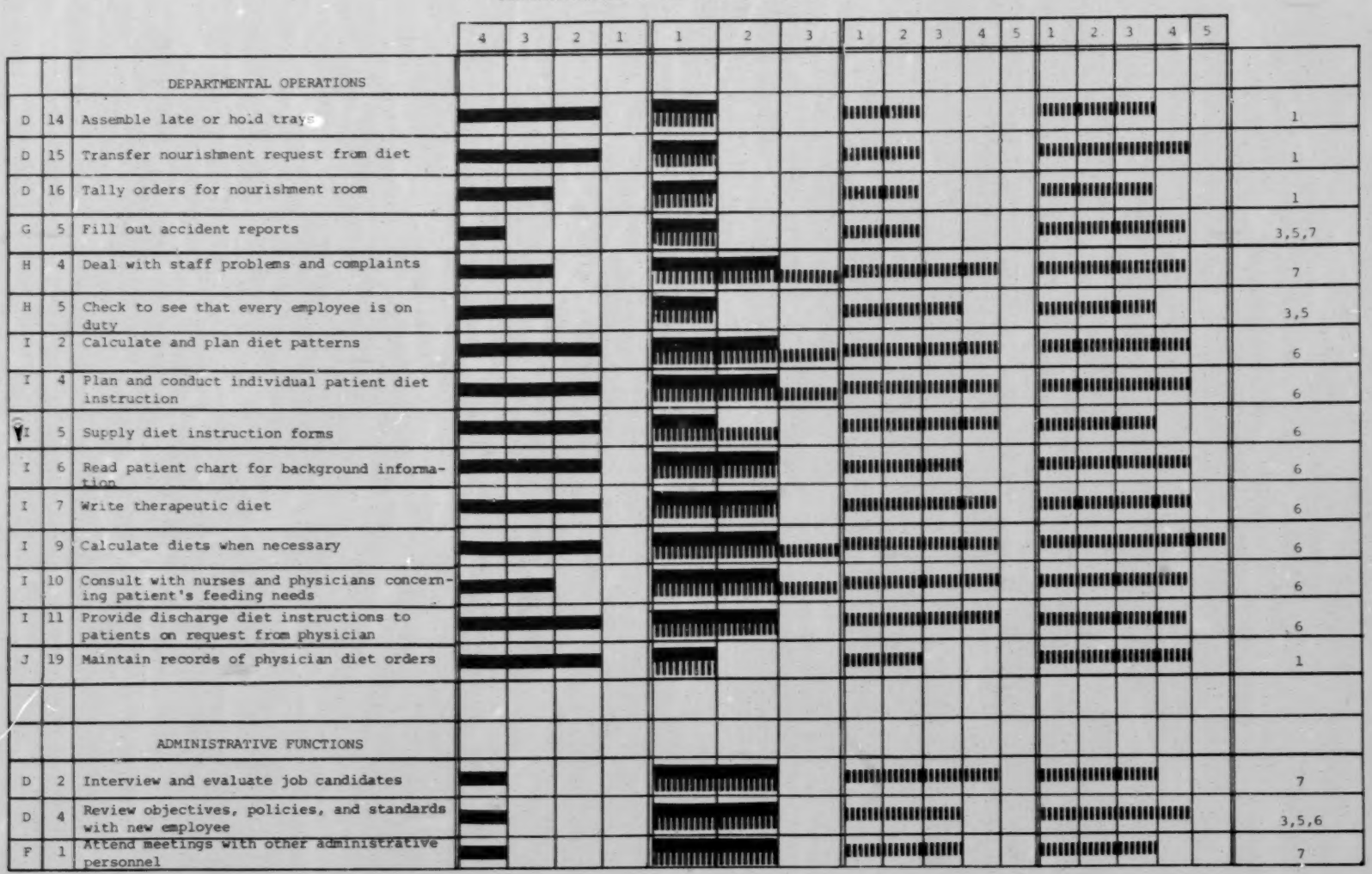
CHART 4

TASKS PERFORMED BY THE ASSISTANT DIETITIAN

Function	Task #	Task	Frequency* rated by Respondent				Difficulty* rated by Respondent and Expert Panel			Technical knowledge* rated by Expert Panel					Criticality* rated by Expert Panel					Occupational Level judged by Expert Panel
			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		DEPARTMENTAL OPERATIONS																		
A	4	Make and/or approve menu changes																		6,7
A	6	Communicate menu changes																		7
B	5	Order according to established minumum and maximum stock levels or according to menu																		5
C	1	Receive patient census and menu tally																		1,5
C	2	Determine kinds and quantity of food needed																		5,7
C	3	Check that all needed menu items are in stock																		5
C	4	Determine use of carry-over food																		5
C	39	Prepare beverages																		1
C	41	Return excess food to storage																		1
C	50	Tally menu cards for modified diets																		1
C	51	Compute portions for modified diets																		6
C	52	Weigh and measure where indicated to meet dietetic requirement																		1
C	54	Return unused raw products to stock																		1
D	1	Receive diet order or selective menu from patients +																		1
D	2	Transfer patient food order to patient records +																		1
D	3	Tally order for tray-line and production areas																		1
D	4	Prepare menu slips and tray cards +																		1
D	6	Check menu with tray contents and correct where needed +																		3
D	11	Check meals for quality food service																		3,5,6,7
D	13	Provide menu substitutions, second portions or special items for patient needs +																		6

CHART 4 (Continued)

TASKS PERFORMED BY THE ASSISTANT DIETITIAN



			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		DEPARTMENTAL OPERATIONS																		
D	14	Assemble late or hold trays																		1
D	15	Transfer nourishment request from diet																		1
D	16	Tally orders for nourishment room																		1
G	5	Fill out accident reports																		3,5,7
H	4	Deal with staff problems and complaints																		7
H	5	Check to see that every employee is on duty																		3,5
I	2	Calculate and plan diet patterns																		6
I	4	Plan and conduct individual patient diet instruction																		6
I	5	Supply diet instruction forms																		6
I	6	Read patient chart for background information																		6
I	7	Write therapeutic diet																		6
I	9	Calculate diets when necessary																		6
I	10	Consult with nurses and physicians concerning patient's feeding needs																		6
I	11	Provide discharge diet instructions to patients on request from physician																		6
J	19	Maintain records of physician diet orders																		1
		ADMINISTRATIVE FUNCTIONS																		
D	2	Interview and evaluate job candidates																		7
D	4	Review objectives, policies, and standards with new employee																		3,5,6
F	1	Attend meetings with other administrative personnel																		7

Key to Symbols:
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- ▮▮▮▮ = rated by Expert Panel
- * = mean value
- + = 50 to 74% respondents perform task

Recommended Occupational Level:
- 1 = General Helper
- 3 = Food Service Supervisor
- 5 = Food Production Supervisor
- 6 = Dietitian
- 7 = Administrator

CHART 4 (Continued)

TASKS PERFORMED BY THE ASSISTANT DIETITIAN

Function	Task #	Task	Frequency* rated by Respondent				Difficulty* rated by Respondent and Expert Panel			Technical knowledge* rated by Expert Panel					Criticality* rated by Expert Panel					Occupational Level judged by Expert Panel
			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		ADMINISTRATIVE FUNCTIONS																		
F	2	Attend food service department meetings																		all
F	4	Investigate and correct grievances, complaints and suggestions of other department personnel, patients, and customers																		7
G	9	Survey market for new food products																		7
H	2	Help arrange special events																		3
H	5	Resolve patient complaints +																		7
J	8	Give on-the-job instruction																		3,5,6,7
J	12	Read professional and industry publications																		3,5,6,7

Key to Symbols:
- ▬ = rated by survey respondent
- ▮ = rated by Expert Panel
- * = mean value
- \+ = 50 to 74% respondents perform task

Recommended Occupational Level:
- 1 = General Helper
- 3 = Food Service Supervisor
- 5 = Food Production Supervisor
- 6 = Dietitian
- 7 = Administrator

DIETITIAN CATEGORY

Background Description

Nine percent of the total respondents were Dietitians and all were female. No Dietitian in this sample came from an Extended-Care facility. It is entirely possible that the Administrator in the Extended-Care facility discharges the Dietitian's functions or the consulting Dietitians for these facilities were not surveyed. Fifty-five percent of the Dietitians in the sample are from hospitals with more than 200 beds. All listed Patient Food Service as their major responsibility. Hospitals of 200-plus beds from Denver did not report any Dietitians. Median age for Dietitians is 30-49 years. Salary ranges from less than $2,000 to the $12,000-$15,000 range. Median salary is $6,000-$7,999. Six out of 19 Dietitians work part-time. Part-time status may account for the low salaries of $2,000. Twelve Dietitians have earned a bachelor's degree, one a master's. Of the total of 19 dietitians responding, 13 are Registered Dietitians. Six Dietitians report previous occupation to be food-related and five were previously students. Median length of time in the present occupation for Dietitians is 10 years or more.

Comments on tasks performed by Dietitians

The pattern of task performance by the Dietitian covers 17 of the 20 functions. Seventy percent of her tasks are operational and thirty percent are administrative. Twenty-six tasks are reported performed by at least 50 percent of the Dietitians surveyed and 14 of these by at least 75 percent of the Dietitians. When 75 percent in any category respond as performing a task, identification of the task with occupation affords relative certainty. As would be expected, the 14 tasks in this category are concerned with planning, calculating, and counseling for therapeutic diets.

Four tasks are performed exclusively by the Dietitian. These are I-3 (Counsel staff and other departmental personnel in therapeutic information), I-13 (Act as consultant to medical social worker and other patient care personnel), I-15 (Obtain nutrient analysis data on food products), and J-19 (Maintain records of physician diet orders).

Difficulty

Thirty-four of a total of 74 tasks performed by the Dietitian were judged higher in difficulty by the Expert Panel than by the respondents performing the tasks. Only four tasks were rated higher in difficulty by the respondents than by the Expert Panel. The only task judged at level 3 (highest in difficulty) by the respondents was II-B-3 (Develop job descriptions and titles and specifications for positions in food service department).

Technical Knowledge

Three administrative tasks, A-1 (Formulate objectives), A-2 (Develop policies and procedures), and A-3 (Develop policies for coordinating activities), are perceived by the Experts as needing a creative approach (Technical knowledge--5). Forty percent of the Dietitian tasks were rated Technical Knowledge of level 4 and of these, twelve tasks were concerned primarily with nutritional and therapeutic service.

Criticality

Two tasks, A-3 (Plan menus for modified diets), and I-9 (Calculate diets when necessary), were placed at the highest level of criticality by the Expert Panel. The only task which fell below level 3 and which rated level 2 was J-5 (Keep file on menus used).

Occupational Level

Eighteen tasks (24%) of the total number currently performed by the Dietitian, according to the Expert Panel, should appropriately be performed at an occupational level below the Dietitian or Administrator.

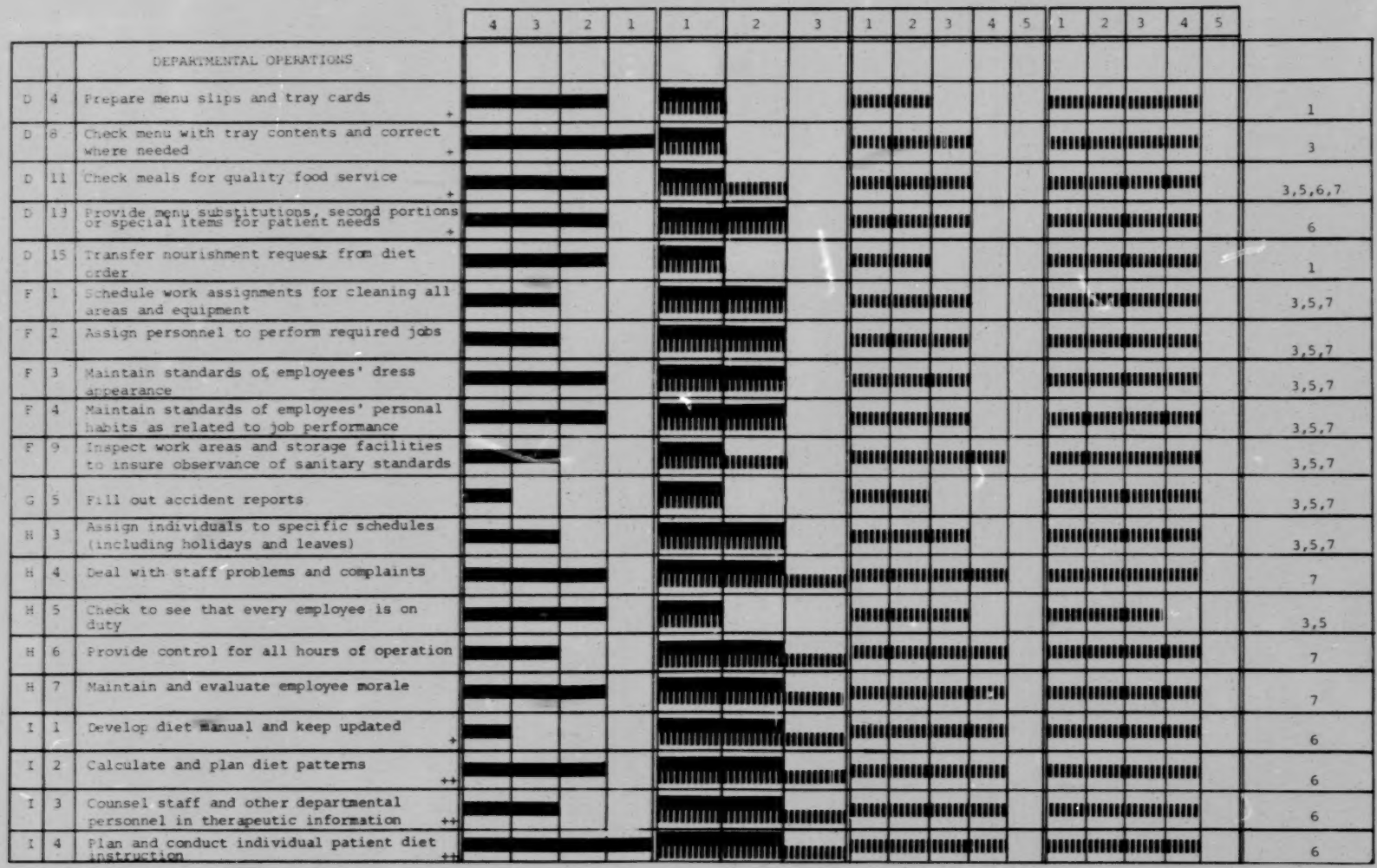
CHART 5

TASKS PERFORMED BY THE DIETITIAN

Function	Task #	Task	Frequency* rated by Respondent				Difficulty* rated by Respondent and Expert Panel			Technical knowledge* rated by Expert Panel					Criticality* rated by Expert Panel					Occupational Level judged by Expert Panel
			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		DEPARTMENTAL OPERATIONS																		
A	1	Plan general patient menus +																		6,7
A	2	Plan cafeteria and employee menus																		7
A	3	Plan menus for modified diets ++																		6
A	4	Make and/or approve menu changes ++																		6,7
A	5	Verify nutritional adequacy of daily menu planning ++																		6
A	6	Communicate menu changes ++																		7
A	7	Hold periodic menu conferences with production personnel +																		5,7
B	5	Order according to established minimum and maximum stock levels or according to menu needs																		5
B	6	Make purchases for department																		5,7
B	7	Prepare and forward requisitions to general stores or individual vendors																		1
B	9	Check packing list with purchase order																		1
C	5	Select recipes to be used																		5
C	6	Expand or decrease recipe quantity																		5
C	7	Review recipes and record adjustments at regular intervals																		5,7
C	9	Assign work order for personnel at each station																		5
C	12	Requisition equipment and supplies when needed																		3
C	51	Compute portions for modified diets																		6
D	1	Receive diet order or selective menu from patients +																		1
D	2	Transfer patient food order to patient records																		1
D	3	Tally order for tray-line and production areas																		1

CHART 5 (Continued)

TASKS PERFORMED BY THE DIETITIAN


4 3 2 1 1 2 3 1 2 3 4 5 1 2 3 4 5
DEPARTMENTAL OPERATIONS
D 4 Prepare menu slips and tray cards + 1
D 8 Check menu with tray contents and correct where needed + 3
D 11 Check meals for quality food service + 3,5,6,7
D 13 Provide menu substitutions, second portions or special items for patient needs + 6
D 15 Transfer nourishment request from diet order 1
F 1 Schedule work assignments for cleaning all areas and equipment 3,5,7
F 2 Assign personnel to perform required jobs 3,5,7
F 3 Maintain standards of employees' dress appearance 3,5,7
F 4 Maintain standards of employees' personal habits as related to job performance 3,5,7
F 9 Inspect work areas and storage facilities to insure observance of sanitary standards 3,5,7
G 5 Fill out accident reports 3,5,7
H 3 Assign individuals to specific schedules (including holidays and leaves) 3,5,7
H 4 Deal with staff problems and complaints 7
H 5 Check to see that every employee is on duty 3,5
H 6 Provide control for all hours of operation 7
H 7 Maintain and evaluate employee morale 7
I 1 Develop diet manual and keep updated + 6
I 2 Calculate and plan diet patterns ++ 6
I 3 Counsel staff and other departmental personnel in therapeutic information ++ 6
I 4 Plan and conduct individual patient diet instruction ++ 6

Key to Symbols:

= rated by survey respondent

= rated by Expert Panel

* = mean value

\+ = 50 to 74% respondents perform task

++ = 75 to 100% respondents perform task

Recommended Occupational Level:

1 = General Helper

3 = Food Service Supervisor

5 = Food Production Supervisor

6 = Dietitian

7 = Administrator

CHART 5 (Continued)

TASKS PERFORMED BY THE DIETITIAN

Function	Task #	Task	Frequency* rated by Respondent				Difficulty* rated by Respondent and Expert Panel			Technical knowledge* rated by Expert Panel					Criticality* rated by Expert Panel					Occupational Level judged by Expert Panel
			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		DEPARTMENTAL OPERATIONS																		
I	5	Supply diet instruction forms ++																		6
I	6	Read patient chart for background information ++																		6
I	7	Write therapeutic diet ++																		6
I	9	Calculate diets when necessary ++																		6
I	10	Consult with nurses and physicians concerning patient's feeding needs ++																		6
I	11	Provide discharge diet instructions to patients on request from physician ++																		6
I	13	Act as consultant to medical social worker and other patient care personnel																		6
I	15	Obtain nutrient analysis data on food products +																		6
J	2	Keep personnel records for job descriptions																		1
J	3	Keep personnel records for work schedules and assignments																		1
J	5	Keep file on menus used																		1
J	19	Maintain records of physician diet orders +																		1
		ADMINISTRATIVE FUNCTIONS																		
A	1	Formulate objectives and goals of dietary department																		7
A	2	Develop policies and establish procedures for activities with the department																		7
A	3	Develop policies for coordinating dietary activities with other departments in the facility																		7
B	1	Determine staffing needs																		7
B	3	Develop job descriptions and titles and specifications for positions in food service department																		7

CHART 5 (Continued)

TASKS PERFORMED BY THE DIETITIAN

			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		ADMINISTRATIVE FUNCTIONS																		
D	1	Identify tasks to be performed by each worker																		3,5,6,7
D	5	Recommend personnel for merit raises, promotions and upgrading																		3,5,7
D	6	Transfer employees to other job activities																		3,5,7
D	8	Terminate employee services																		7
E	1	Assign responsibilities and follow through on performance																		3,5,6,7
F	1	Attend meetings with other administrative personnel																		7
F	2	Attend food service department meetings																		all
F	4	Investigate and correct grievances, complaints and suggestions of other department personnel, patients, and customers +																		7
F	5	Correct problems of coordination																		7
G	4	Test new food products																		3,5,6,7
G	9	Survey market for new food products																		7
H	1	Represent your department and facility at community meetings																		7
H	5	Resolve patient complaints ++																		7
J	1	Determine areas in which training is needed																		6,7
J	8	Give on-the-job instruction																		3,5,6,7
J	12	Read professional and industry publications																		3,5,6,7
J	14	Attend workshops and institutes +																		3,5,6,7

Key to Symbols:
- ▬▬ = rated by survey respondent
- ▮▮▮▮ = rated by Expert Panel
- * = mean value
- + = 50 to 74% respondents perform task
- ++ = 75 to 100% respondents perform task

Recommended Occupational Level:
- 1 = General Helper
- 3 = Food Service Supervisor
- 5 = Food Production Supervisor
- 6 = Dietitian
- 7 = Administrator

FOOD SERVICE ADMINISTRATOR

Background Description

Food Service Administrators include the current titles of Food Service Manager, Director of Food Service, and Food Service Administrator. Twenty (9%) of the total group surveyed were Administrators, seventy percent of whom were male. Fifty percent of the Administrators came from the hospitals with 200 plus beds. Seventy-five percent of the Administrators list their department as Patient Food Service, the remaining as Patron Food Service. Median age for Administrators is 40 - 49 years. Median salary is $8,000 - $9,999, higher than that of all categories. Seventeen Administrators report themselves as full-time employees; three did not respond. Seven Administrators report high school or less than high school education. Eight Administrators possess either a bachelor's or master's degree. Four Administrators are Registered Dietitians, five listed no certification; the certification of nine persons is unknown; two list other certification. Forty-five percent have previous food-related occupations. Two were previously students. Median years in the present occupation is 5 - 9 years.

Comments on the Tasks Performed by the Administrator Category

The Administrator performs a total of 131 tasks. Sixty-three of these tasks are performed exclusively by the Administrator category. Approximately 55 percent of all tasks performed by this occupational level are departmental operations; the remaining tasks are administrative. There is only one function, D-Patient Food Service, in which the Administrator performs no task.

Fifty-five tasks are reported performed by at least 50 percent of the respondents in this category. Ten of these, performed by at least 75 percent of the Administrators surveyed, deal with equipment requirements, staffing needs, and personnel problems and complaints.

Frequency

Two tasks, C-4 (Determine use of carry-over food) and H-5 (Check to see that every employee is on duty), are the most frequently performed tasks carried out by this category of personnel. They are reported at level 1, several times a day. Thirty-seven tasks are reported at the lowest level, level 4, once a month or less.

Difficulty

Both the Expert Panel and the Administrators surveyed agreed in rating 55 tasks in difficulty. Sixty-one tasks are rated higher by the Expert Panel and fifteen tasks are rated higher by the respondents. Two tasks which both groups agree to be at the highest level of difficulty, level 3, are II-C-4 (Determine outlay for new capital equipment and construction) and II-C-6 (Prepare budget).

Technical Knowledge

Tasks II-A-1, A-2, A-3 and E-4, relating to policy objectives and evaluation of dietary department, were rated at the highest level of Technical Knowledge, level 5. Only two tasks, J-5 (Keep file on menus used) and B-11 (Distribute shipment receipt copies) of the entire group rated the lowest Technical Knowledge level, level 1.

Criticality

Task A-3 (Plan menus for modified diets) and II-G-5 (Conduct food acceptance studies) were evaluated at an irreparable level of criticality, level 5. Task J-5 (Keep file on menus used) and II-H-3 (Arrange for room and service for community groups meeting in your facility) were rated lowest in criticality, level 2. All other tasks were judged at either level 3 or 4 in criticality.

Occupational Level

Thirty-six tasks or twenty-seven percent of the total number of tasks currently performed by the Director or Administrator of the dietary department surveyed should be appropriately performed at an occupational level of lower qualification according to the Expert Panel. At first this might appear to be an inadequate utilization of personnel. However, the survey sample included hospitals of varying size, so that the responses include the heads of departments of small institutions who are not afforded the organizational capability of a large staff. For purposes of curriculum it is therefore essential to include lower level skills.

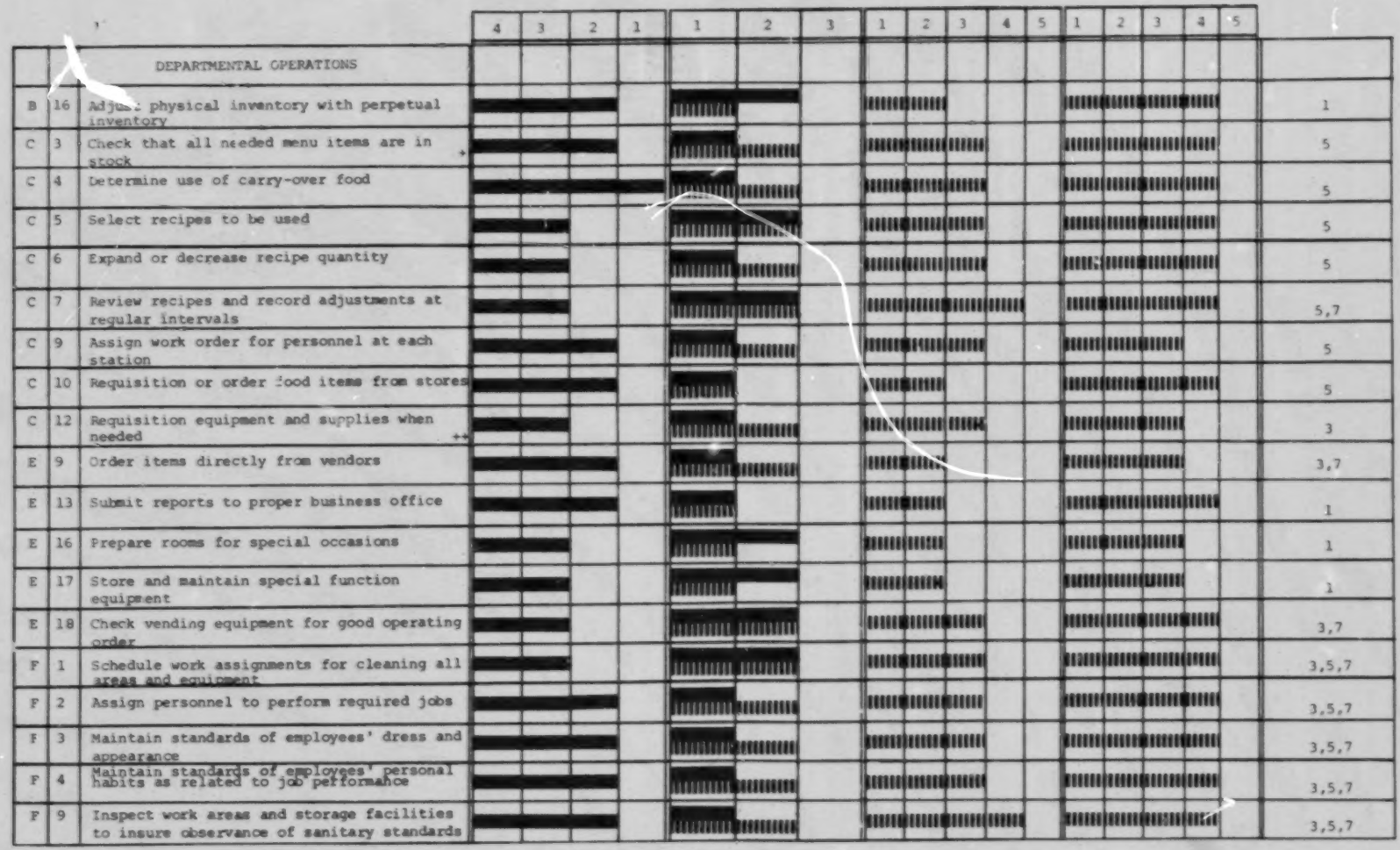
CHART 6

TASKS PERFORMED BY THE FOOD SERVICE ADMINISTRATOR

Function	Task #	Task	Frequency* rated by Respondent				Difficulty* rated by Respondent and Expert Panel			Technical knowledge* rated by Expert Panel					Criticality* rated by Expert Panel					Occupational Level judged by Expert Panel
			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		DEPARTMENTAL OPERATIONS																		
A	1	Plan general patient menus																		6,7
A	2	Plan cafeteria and employee menus +																		7
A	3	Plan menus for modified diets																		6
A	4	Make and/or approve menu changes +																		6,7
A	5	Verify nutritional adequacy of daily menu planning																		6
A	6	Communicate menu changes																		7
A	7	Hold periodic menu conferences with production personnel																		5,7
B	1	Write specifications for grades and quality of food to be purchased																		7
B	2	Locate sources of supply +																		7
B	3	Obtain prices from potential supplies and evaluate price differentials +																		7
B	4	Obtain bids on quanity purchases																		7
B	5	Order according to established minumum and maximum stock levels or according to menu needs +																		5
B	6	Make purchases for department +																		5,7
B	7	Prepare and forward requisitions to general stores or individual vendors +																		1
B	8	Make a record of purchases and distribute copies of purchase order to proper unit (s)																		1
B	9	Check packing list with purchase order																		1
B	10	Inspect shipment and handle returns and adjustments																		1,3,5,7
B	11	Distribute receipt copies to proper unit(s)																		1
B	13	Inspect stores items regularly for condition +																		5,7
B	15	Enter receipt and issue of items on inventory																		1

CHART 6 (Continued)

TASKS PERFORMED BY THE FOOD SERVICE ADMINISTRATOR



		DEPARTMENTAL OPERATIONS	4 3 2 1	1 2 3	1 2 3 4 5	1 2 3 4 5	
B	16	Adjust physical inventory with perpetual inventory					1
C	3	Check that all needed menu items are in stock +					5
C	4	Determine use of carry-over food					5
C	5	Select recipes to be used					5
C	6	Expand or decrease recipe quantity					5
C	7	Review recipes and record adjustments at regular intervals					5,7
C	9	Assign work order for personnel at each station					5
C	10	Requisition or order food items from stores					5
C	12	Requisition equipment and supplies when needed ++					3
E	9	Order items directly from vendors					3,7
E	13	Submit reports to proper business office					1
E	16	Prepare rooms for special occasions					1
E	17	Store and maintain special function equipment					1
E	18	Check vending equipment for good operating order					3,7
F	1	Schedule work assignments for cleaning all areas and equipment					3,5,7
F	2	Assign personnel to perform required jobs					3,5,7
F	3	Maintain standards of employees' dress and appearance					3,5,7
F	4	Maintain standards of employees' personal habits as related to job performance					3,5,7
F	9	Inspect work areas and storage facilities to insure observance of sanitary standards					3,5,7

Key to Symbols:
- ▬ = rated by survey respondent
- ▥ = rated by Expert Panel
- * = mean value
- + = 50 to 74% respondents perform task
- ++ = 75 to 100% respondents perform task

Recommended Occupational Level:
- 1 = General Helper
- 3 = Food Service Supervisor
- 5 = Food Production Supervisor
- 6 = Dietitian
- 7 = Administrator

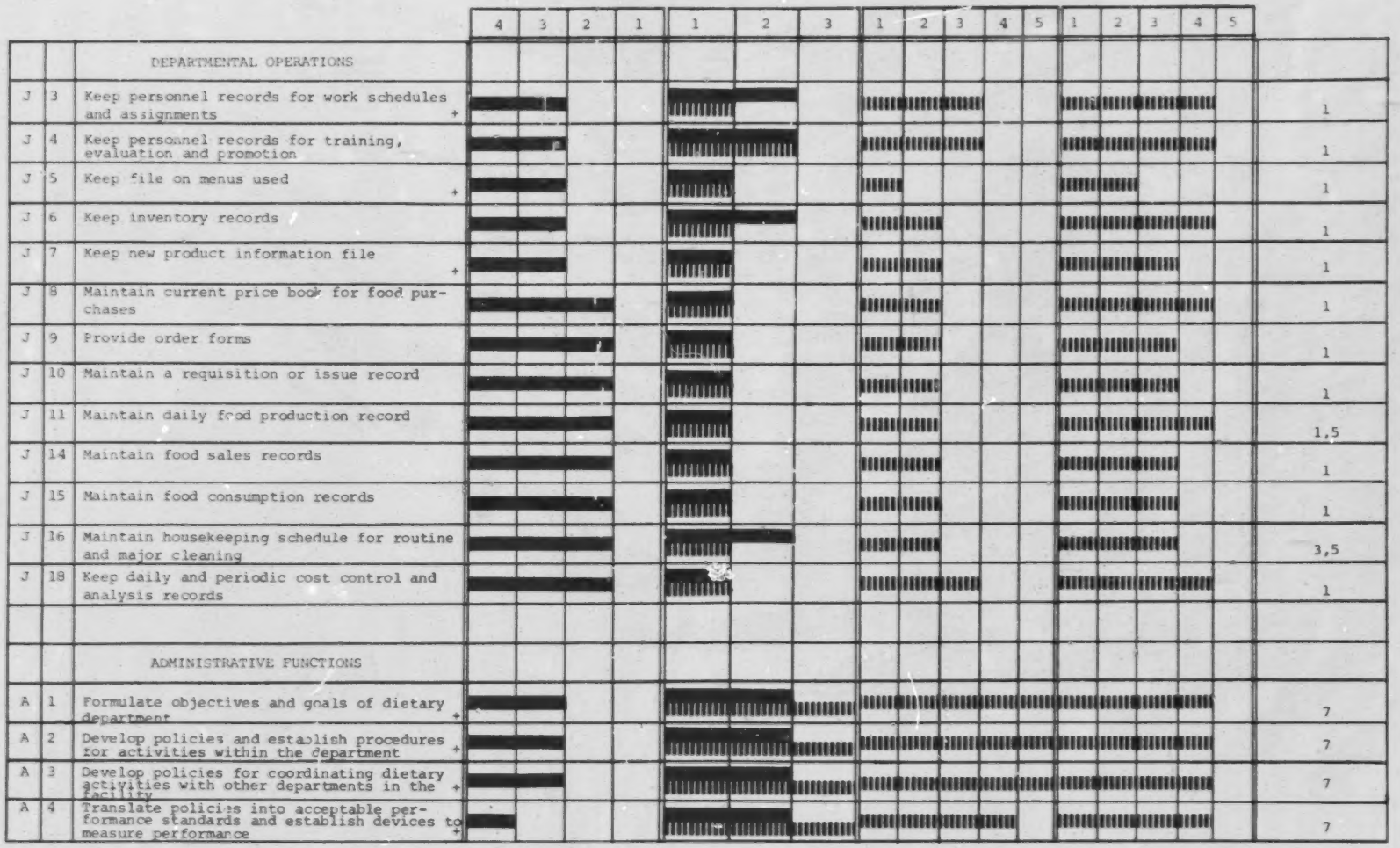
CHART 6 (Continued)

TASKS PERFORMED BY THE FOOD SERVICE ADMINISTRATOR

Function	Task #	Task	Frequency* rated by Respondent				Difficulty* rated by Respondent and Expert Panel			Technical knowledge* rated by Expert Panel					Criticality* rated by Expert Panel					Occupational Level judged by Expert Panel
			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		DEPARTMENTAL OPERATIONS																		
G	5	Fill out accident reports +																		3,5,7
G	6	Conduct safety inspection																		7
G	7	Review safety program periodically																		7
G	8	Maintain a safety record file																		1
H	1	Determine critical or non-critical time category for each task																		7
H	2	Schedule basic tasks where time is critical and non-critical																		3,5,7
H	3	Assign individuals to specific schedules (including holidays and leaves) +																		3,5,7
H	4	Deal with staff problems and complaints ++																		7
H	5	Check to see that every employee is on duty +																		3,5
H	6	Provide control for all hours of operation +																		7
H	7	Maintain and evaluate employee morale +																		7
I	1	Develop diet manual and keep updated																		6
I	2	Calculate and plan diet patterns																		6
I	4	Plan and conduct individual patient diet instruction																		6
I	5	Supply diet instruction forms																		6
I	7	Write therapeutic diet																		6
I	10	Consult with nurses and physicians concerning patient's feeding needs																		6
I	11	Provide discharge diet instructions to patients on request from physician																		6
J	1	Maintain a procedure book for department record keeping																		1
J	2	Keep personnel records for job descriptions +																		1

CHART 6 (Continued)

TASKS PERFORMED BY THE FOOD SERVICE ADMINISTRATOR


4 3 2 1 1 2 3 1 2 3 4 5 1 2 3 4 5
DEPARTMENTAL OPERATIONS
J 3 Keep personnel records for work schedules and assignments + 1
J 4 Keep personnel records for training, evaluation and promotion 1
J 5 Keep file on menus used + 1
J 6 Keep inventory records 1
J 7 Keep new product information file + 1
J 8 Maintain current price book for food purchases 1
J 9 Provide order forms 1
J 10 Maintain a requisition or issue record 1
J 11 Maintain daily food production record 1,5
J 14 Maintain food sales records 1
J 15 Maintain food consumption records 1
J 16 Maintain housekeeping schedule for routine and major cleaning 3,5
J 18 Keep daily and periodic cost control and analysis records 1
ADMINISTRATIVE FUNCTIONS
A 1 Formulate objectives and goals of dietary department + 7
A 2 Develop policies and establish procedures for activities within the department + 7
A 3 Develop policies for coordinating dietary activities with other departments in the facility + 7
A 4 Translate policies into acceptable performance standards and establish devices to measure performance + 7

Key to Symbols: = rated by survey respondent; = rated by Expert Panel; * = mean value; + = 50 to 74% respondents perform task; ++ = 75 to 100% respondents perform task

Recommended Occupational Level: 1 = General Helper; 3 = Food Service Supervisor; 5 = Food Production Supervisor; 6 = Dietitian; 7 = Administrator

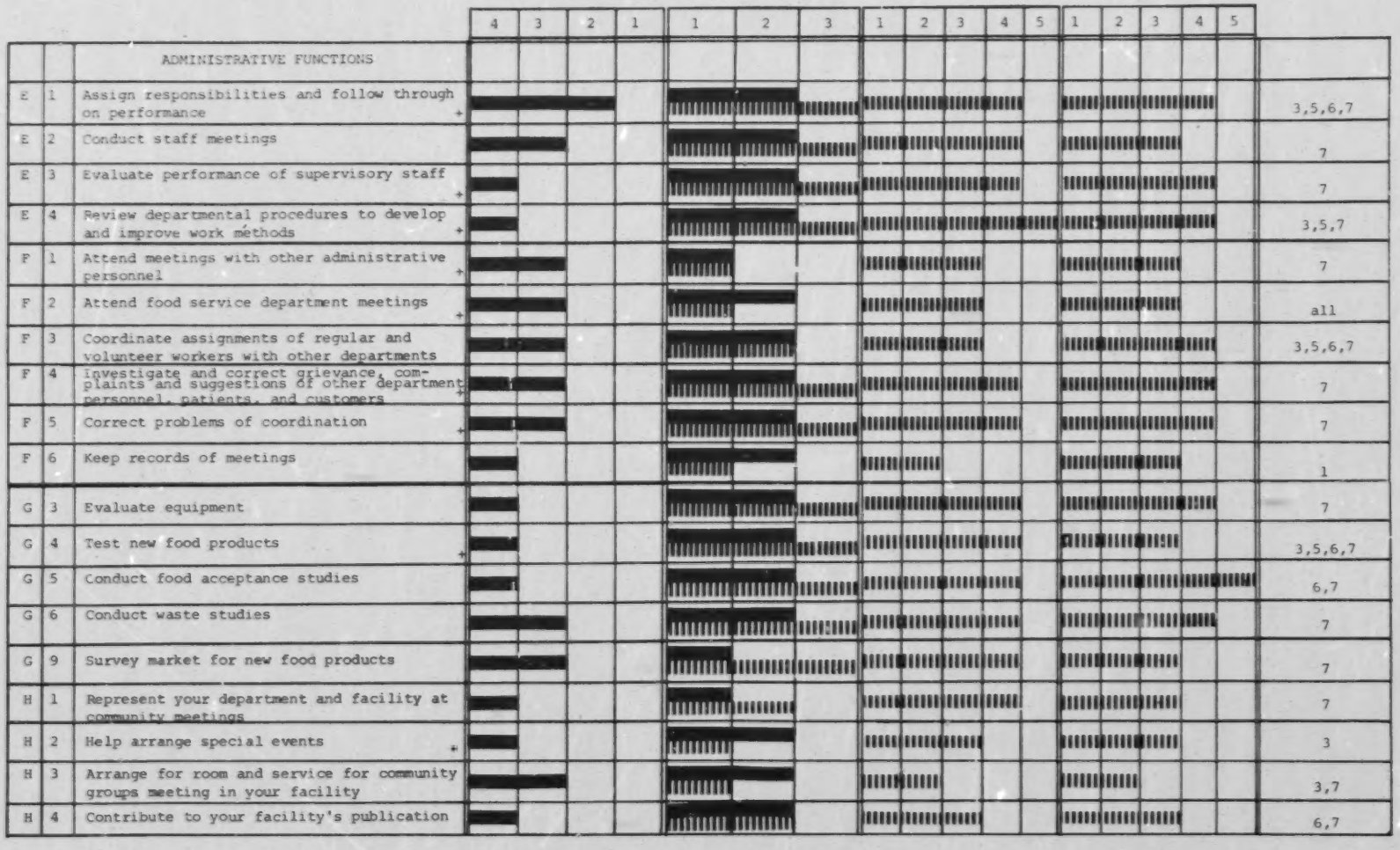
CHART 6 (Continued)

TASKS PERFORMED BY THE FOOD SERVICE ADMINISTRATOR

Function	Task #	Task	Frequency* rated by Respondent				Difficulty* rated by Respondent and Expert Panel			Technical knowledge* rated by Expert Panel					Criticality* rated by Expert Panel					Occupational Level judged by Expert Panel
			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		ADMINISTRATIVE FUNCTIONS																		
A	5	Develop policies for safety, fire prevention, disaster, and emergency control procedures																		7
A	6	Develop security procedures +																		7
B	1	Determine staffing needs +																		7
B	2	Develop organizational chart																		7
B	3	Develop job descriptions and titles and specifications for positions in food service department +																		7
C	1	Prepare cost figures of food and supplies for past period +																		1
C	2	Prepare labor hours for past period +																		1
C	3	Obtain recommendations for changes in operation																		7
C	4	Determine outlay for new capital equipment and construction																		7
C	5	Estimate price change																		7
C	6	Prepare budget																		7
D	1	Identify tasks to be performed by each worker ++																		3,5,6,7
D	2	Interview and evaluate job candidates ++																		7
D	3	Hire applicant ++																		7
D	4	Review objectives, policies, and standards with new employee ++																		3,5,6
D	5	Recommend personnel for merit raises, promotions and upgrading ++																		3,5,7
D	6	Transfer employees to other job activities +																		3,5,7
D	7	Evaluate employees' job activities ++																		3,5,6,7
D	8	Terminate employee services ++																		7

CHART 6 (Continued)

TASKS PERFORMED BY THE FOOD SERVICE ADMINISTRATOR



		ADMINISTRATIVE FUNCTIONS	4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
E	1	Assign responsibilities and follow through on performance +																		3,5,6,7
E	2	Conduct staff meetings																		7
E	3	Evaluate performance of supervisory staff +																		7
E	4	Review departmental procedures to develop and improve work methods +																		3,5,7
F	1	Attend meetings with other administrative personnel +																		7
F	2	Attend food service department meetings +																		all
F	3	Coordinate assignments of regular and volunteer workers with other departments																		3,5,6,7
F	4	Investigate and correct grievance, complaints and suggestions of other department personnel, patients, and customers +																		7
F	5	Correct problems of coordination +																		7
F	6	Keep records of meetings																		1
G	3	Evaluate equipment																		7
G	4	Test new food products +																		3,5,6,7
G	5	Conduct food acceptance studies																		6,7
G	6	Conduct waste studies																		7
G	9	Survey market for new food products																		7
H	1	Represent your department and facility at community meetings																		7
H	2	Help arrange special events +																		3
H	3	Arrange for room and service for community groups meeting in your facility																		3,7
H	4	Contribute to your facility's publication																		6,7

Key to Symbols:
- = rated by survey respondent
- = rated by Expert Panel
- * = mean value
- + = 50 to 74% respondents perform task
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Recommended Occupational Level:
- 1 = General Helper
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- 5 = Food Production Supervisor
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- 7 = Administrator

CHART 6 (Continued)

TASKS PERFORMED BY THE FOOD SERVICE ADMINISTRATOR

Function	Task #	Task	Frequency* rated by Respondent				Difficulty* rated by Respondent and Expert Panel			Technical knowledge* rated by Expert Panel					Criticality* rated by Expert Panel					Occupational Level judged by Expert Panel
			4	3	2	1	1	2	3	1	2	3	4	5	1	2	3	4	5	
		ADMINISTRATIVE FUNCTIONS																		
H	5	Resolve patient complaints +																		7
I	1	Confer with architects and food consultant																		7
I	3	Set up equipment specifications																		7
I	4	Purchase equipment +																		7
I	5	Plan small tool maintenance and replacement +																		7
J	1	Determine areas in which training is needed +																		6,7
J	2	Plan educational programs																		6,7
J	3	Arrange for training aids, space, and equipment																		6,7
J	4	Establish time schedule for classes and individual evaluation																		7
J	5	Recommend individuals for training																		3,5,6,7
J	6	Review and evaluate training program effectiveness																		3,5,6,7
J	7	Develop on-the-job instruction +																		3,5,6,7
J	8	Give on-the-job instruction ++																		3,5,6,7
J	9	Conduct classes or conferences for department employees +																		6,7
J	12	Read professional and industry publications +																		3,5,6,7
J	13	Keep file and reference library of publications																		1
J	14	Attend workshops and institutes +																		3,5,6,7

Key to Symbols:
= rated by survey respondent
= rated by Expert Panel
* = mean value
\+ = 50 to 74% respondents perform task
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Recommended Occupational Level:
1 = General Helper
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IV. CURRICULUM DEVELOPMENT

A. Comparison of Task Performance for all Occupational Categories

The total list of tasks was examined in order to identify those tasks which are common to all personnel and to determine those exclusively performed by each occupational title.

Chart 7 illustrates the data compiled to make the comparisons. Under each occupational group heading are the task numbers for each function taken from the original task list. Where tasks are performed exclusively by one occupational grouping, that task is indicated by a circle around the number.

In Section I, Departmental Operations, there seems to be no clear-cut distinction between task performance and occupational category. There is a great deal of overlapping of tasks within each function in this section. One hundred and two tasks are performed by more than one category of personnel, whereas only 75 tasks, divided among various occupations, are exclusively performed by the specific category.

In Section II, Administrative Functions, the occupational title-to-task performance seems to be more clearly delineated. Although the Administrator shares performance of 39 of the tasks with other department personnel, 33 of the remaining tasks are exclusively performed by the Administrator. No other category of personnel exclusively performs any administrative task. Two administrative functions, C--Budgeting and I--Planning Changes and Additions, contain no tasks performed by any but the Administrator.

Excluding the General Helper category, the performance of only four tasks is common to all categories: Communication of menu changes (I*A-6), Checking to see that every employee is on duty (I H-5), Attending Food Service department meetings (II**F-2), and Giving on-the-job training (II-J-8).

Thirty-nine tasks are performed by less than 25 percent of any of the occupational levels reporting (see Appendix 6, page 80 for list). These are excluded from curriculum considerations.

Nutritional services (Department Operations--function I) are performed only by Assistant Dietitians, Dietitians, and Administrators.

Several tasks which were reported performed by more than 25 percent of the respondents but not included in curriculum considerations are: Tasks II-J-12 (Read professional and industry publications), II-J-14 (Attend workshops and institutes), II-F-1 (Attend meetings with other administrative personnel) and II-F-2 (Attend Food Service department meetings).

CHART 7

COMPARISON OF THE NUMBER OF TASKS* IN EACH FUNCTION PERFORMED BY EACH CATEGORY OF PERSONNEL

Function	General Helpers	Food Production Supervisor	Food Service Supervisor	Assistant Dietitian	Dietitian	Administrator
DEPARTMENTAL OPERATIONS						
A	0	2, 6	3, 4, 6, 7	4, 6	1, 2, 3, 4, 5, 6, 7	1, 2, 3, 4, 5, 6, 7
B	0	6, 9, 13	6	5	5, 6, 7, 9	(1) (2) (3) (4) 5, 6, 7, (8) 9, (10), (11), 13, (15), (16)
C	1, 14, 15, 20, 21, 22, 27, 38, 39, 41, 43, (44), 45, (46), (47), 48, 49, 50, 52, 53, 54	1, 2, 3, 4, 5, 6, 7, 10, (11), 12, (13), (14), 15, (16), (17), (18), (19), 20, 21, 22, (24), (25), (26), (27), (28), (29), (30), (31), (32), (33), (34), (35), (36), (37), 38, (40), 41, (42), 43, 45, 48, 49, 51, 52, 53, 54, 39	1, 3, 9, 12, 50	1, 2, 3, 4, 39, 41, 50, 51, 52, 54	3, 6, 7, 9, 12, 51	3, 4, 5, 6, 7, 9, 10, 12
D	1, 2, 3, 4, (5) 6, 7, 8, 9, (10), (12), 13, 14, 15, 16, (18), (19), (20)	6, (7) 8, 9, 11, 13, 14	1, 2, 3, 4, 8, 11, 13, 14, 15	1, 2, 3, 4, 8, 11, 13, 14, 15, (16)	1, 2, 3, 4, 8, 11, 13, 15	0
E	2, 6, (7) 8, (10)	2, (5) 6,8	(11), 16	0	0	(9) (13), 16, (17), (18)
F	(5) (6)	9	1, 2, 3, 4, 9	0	1, 2, 3, 4, 9	1, 2, 3, 4, 9
G	0	0	5	5	5	5, (6) (7) (8)
H	0	5	3, 4, 5, 6, 7	4, 5	3, 4, 5, 6, 7	(1) (2) 3, 4, 5, 6, 7
I	0	0	0	2, 4, 5, 6, 7, 9, 10, 11	1, 2, (3) 4, 5, 6, 7, 9, 10, 11, (13), (15)	1, 2, 4, 5, 7, 10, 11
J	0	0	0	19	2, 3, 5, (19)	(1) 2, 3, (4) 5, (6) (7) (8) (9) (10), (11), (14), (15), (16), (18)
ADMINISTRATIVE FUNCTIONS						
A	0	0	0	0	1, 2, 3	1, 2, 3, (4) (5) (6)
B	0	0	0	0	1, 3	1, (2) 3
C	0	0	0	0	0	(1) (2) (3) (4) (5) (6)
D	0	1	1, 4, 5, 6, 7	2, 4	1, 5, 6, 8	1, 2, (3) 4, 5, 6, 7, 8
E	0	0	1	0	1	1, (2) (3) (4)
F	0	2	2, 4	1, 2, 4	1, 2, 4, 5	1, 2, (3) 4, 5, (6)
G	0	4	0	9	4, 9	(3) 4, (5) (6) 9
H	0	0	2	2, 5	1, 5	1, 2, (3) (4) 5
I	0	0	0	0	0	(1) (3) (4) (5)
J	0	8	8	8, 12	1, 8, 12, 14	1, (2) (3) (4) (5) (6) (7) 8 (9) 12, (13), 14

KEY TO SYMBOLS: ◯ = task performed exclusively by occupational category. * = tasks performed by at least 25% of respondents in each category.

B. Educational Implications of the Occupational Analysis

Analysis of the currently performed tasks according to occupational categories suggests a plan for the design of instructional materials and the training of personnel in the Food Service Department.

Few tasks were performed by all the personnel. Excluding the Administrator, few tasks were specific to the job title.

In order to condense the long list of tasks and to view the similarities and differences from another vantage point, the tasks were regrouped into content areas which would provide a logical learning sequence and eliminate unnecessary duplication or repetition. The content areas are referred to as instructional units. The instructional units were arranged into a sequence that related to the activities within the department.

Chart 8 illustrates the regrouping of the original task list and covers the total range of tasks currently performed in a Food Service department of a health facility. It names and lists, by number, those tasks contained within each unit.

CHART 9

TASKS REGROUPED BY CONTENT AREAS INTO INSTRUCTIONAL UNITS

Instructional Unit Number	Suggested Title for Instructional Unit	Task Numbers Contained in Each Unit
1a.	Non-patient Menu Planning	A-2
1b.	Patient Menu Planning	A-1,5
1c.	Modified Diet Menu Planning	A-3
2.	Receiving and Tallying Menus	C-1,50, D-1,3,16
3.	Transferring Information	D-2,4,15
4a.	Making or Approving Menu Changes	A-4
4b.	Communicating Menu Changes	A-6
4c.	Holding Menu Conferences	A-7
5a.	Purchasing for Department	B-6
5b.	Receiving	B-9
5c.	Determining Specifications, Sources, Prices, Bids	B-1,2,3,4
5d.	Maintaining Purchase Records	B-7,8,11,15,16, E-13
5e.	Handling Inspection and Adjustments	B-10
6a.	Preparing Production Calculations	C-2,6
6b.	Checking for Needed Items	C-3
6c.	Determining Use of Carry-over Food	C-4
6d.	Selecting Recipes	C-5,7
7a.	Storaging of Stock or Processed Foods	C-14,41,53,54
7b.	Maintaining Storage Temperatures	D-7, E-2,8
7c.	Inspecting Stored Materials	B-13, F-9
8a.	Requisitioning from Stores	C-10
8b.	Ordering by Established Stock Levels	B-5
8c.	Requisitioning Supplies and Equipment	C-12
8d.	Ordering Directly from Vendor	E-9
9.	Preparing Simple Foods	C-20,21,22,38,39,43,44,45,46,47,48
10.	Food Production	C-11,13,16,17,18,19, 24,25,26,27,28, 29,30,31,32,33,34,36,37,40,35
11a.	Computing Modified Diets	C-51
11b.	Weighing and Measuring Modified Diets	C-52
12a.	Assembling Food	C-49, D-6,8,13,14, E-5,6,
12b.	Delivering and Serving to Patient	D-5,9,10,12,18,19,20
13.	Inspecting and Checking for Quality	D-11
14.	Disposing of Waste	C-15,42
15.	Cleaning	E-7,10, F-5,6
16.	Surveying New Products	II-G-9
17.	Completing Accident Reports	G-5
18.	Checking Employee Attendance	H-5
19.	Preparing Job Descriptions	II-D-1
20.	Testing New Products	II-G-4
21.	Orienting New Employees	II-D-4

CHART 8 (Continued)

TASKS REGROUPED BY CONTENT AREAS INTO INSTRUCTIONAL UNITS

Instructional Unit Number	Suggested Title for Instructional Unit	Task Numbers Contained in Each Unit
22a.	Planning Work Orders and Assigning Workers	C-9, F-1,2, H-3,6, II-E-1
22b.	Planning Basic Work Schedule by Critical, Non-Critical Time	H-1,2
23.	Recommending Transferring and Evaluating Employees	II-D-5,6,7
24.	Terminating Employee Services	II-D-8
25.	Maintaining Standard for Employee Habits and Dress	F-3,4
26.	Evaluating and Dealing with Employee Morale and Problems	H-4,7
27.	Investigating and Correcting Grievances of Personnel from Other Departments and Patients	II-F-4, II-H-5
28.	Correcting Coordination Problems	II-F-5
29a.	Analyzing Food, Consulting, Physician Diet Order Recording	I-3,13,15 J-10
29b.	Providing Diet Therapy Services	I-2,4,5,6,7,9,10,11
29c.	Developing Manual for Diets	I-1
30.	Preparing Rooms for Special Occasions	E-16,17, II-H-2,3
31.	Inspecting Equipment	E-18
32.	Conducting Food Studies	G-6,7,8
33a.	Keeping Records	J-2,3,5
33b.	Maintaining Records and Forms	J-1,4,6,7,8,9,10,11,14,15,16,18, II-F-6
34a.	Formulating Objectives and Policies	II-A-1,2,3
34b.	Formulating Standards of Performance, Safety, and Security	II-A-4,5,6
35.	Planning Department Organization	II-B-1,2,3
36.	Maintaining Public Relations	II-H-1,4
37.	Maintaining Personnel Practices	II-D-2,3
38.	Budgeting	II-C-1,2,3,4,5,6
39.	Directing Supervisory Staff	II-E-2,3,4
40.	Coordinating Volunteer Worker Activities	II-F-3
41.	Promoting Research	II-G-3,5,6
42.	Planning Changes and Additions	II-I-1,3,4,5
43a.	Giving on-the-job Instruction	II-J-8
43b.	Determining Training Needs	II-J-1
43c.	Developing Educational Programs	II-J-2,3,4,5,6,7,9,13

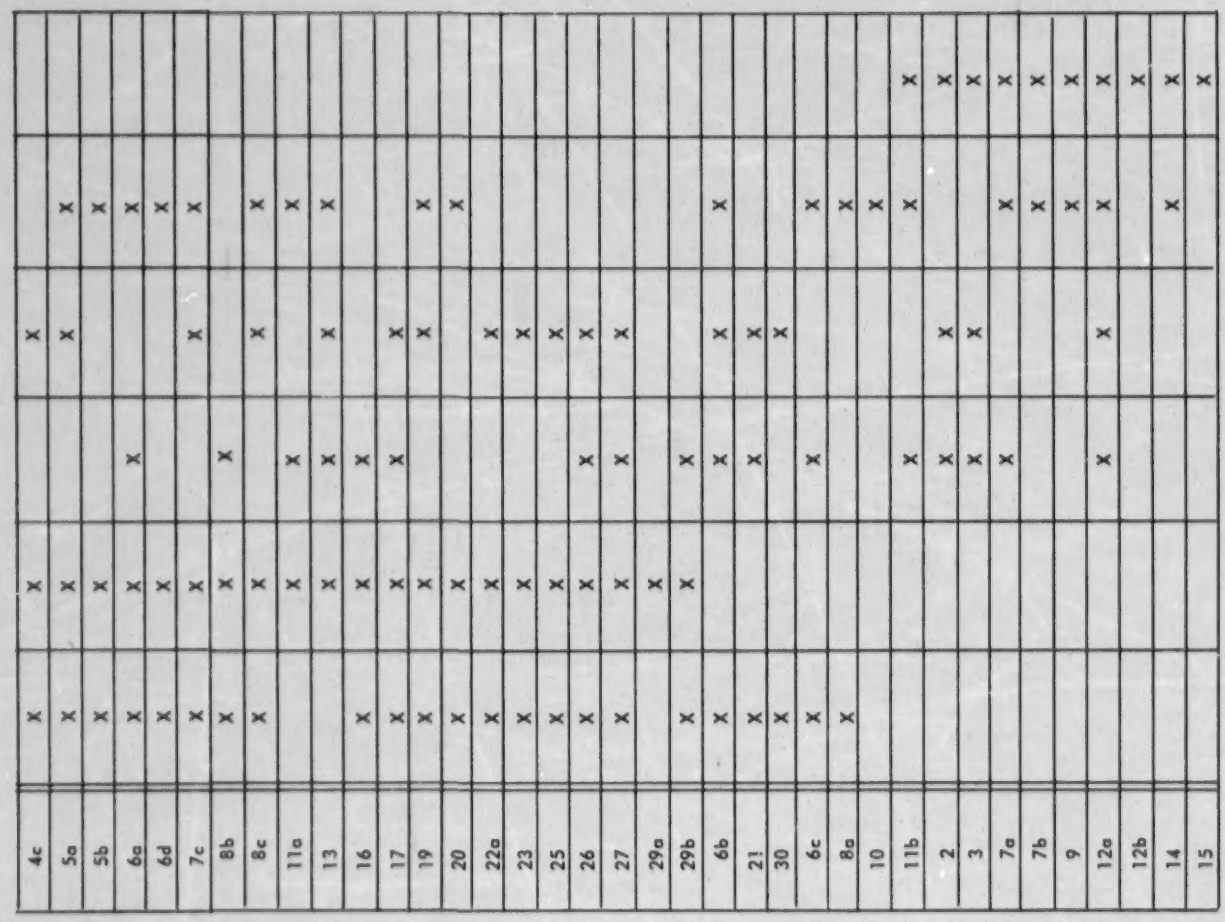
CHART 9

OCCUPATIONAL CATEGORIES PERFORMING TASKS REGROUPED INTO INSTRUCTIONAL UNITS

	OCCUPATIONAL CATEGORIES					
	Administrator	Dietitian	Assistant Dietitian	Food Service Supervisor	Food Production Supervisor	General Helper
5c	X					
5d	X					
5e	X					
8d	X					
22b	X					
31	X					
32	X					
33b	X					
34b	X					
37	X					
38	X					
39	X					
40	X					
41	X					
42	X					
43c	X					
35	X	X				
36	X	X				
43b	X	X				
1b	X	X				
24	X	X				
28	X	X				
29c	X	X				
33a	X	X				
34a	X	X				
4b	X	X	X	X	X	
18	X	X	X	X	X	
43a	X	X	X	X	X	
1a	X	X			X	
1c	X	X		X		
4a	X	X	X	X		

CHART 9 (Continued)

OCCUPATIONAL CATEGORIES PERFORMING TASKS
REGROUPED INTO INSTRUCTIONAL UNITS



C. Curriculum Building Proposal

A basic tenet of the study is the building of a curriculum which includes instruction for skills and knowledge required to perform a group of tasks. The occupation is the set of tasks currently performed by that category of personnel reporting in the national survey.

A tabulation was made to ascertain which occupational categories already possess the skills and knowledge to perform those tasks regrouped into instructional units. In reading the tabulation (see Chart 9) each occupational level which currently performs the set of tasks in the particular unit is designated by "x." If the task is not performed within the occupational category, the space has been left blank.

Approximately 16 units pertain exclusively to the Administrator category. Nine content areas are shared by Administrator and Dietitian. Three components are common to all the categories of personnel above General Helper level. Ten educational units are for entry-level personnel, the General Helper classification.

The scattered and diverse pattern of the remaining occupational categories shows no hierarchy of skill development. Thus, for a Food Production Supervisor to become a Dietitian requires a completely new set of skills rather than building on skills already possessed. And conversely, very few of the Food Production Supervisor's tasks are prerequisites for the occupation of Dietitian.

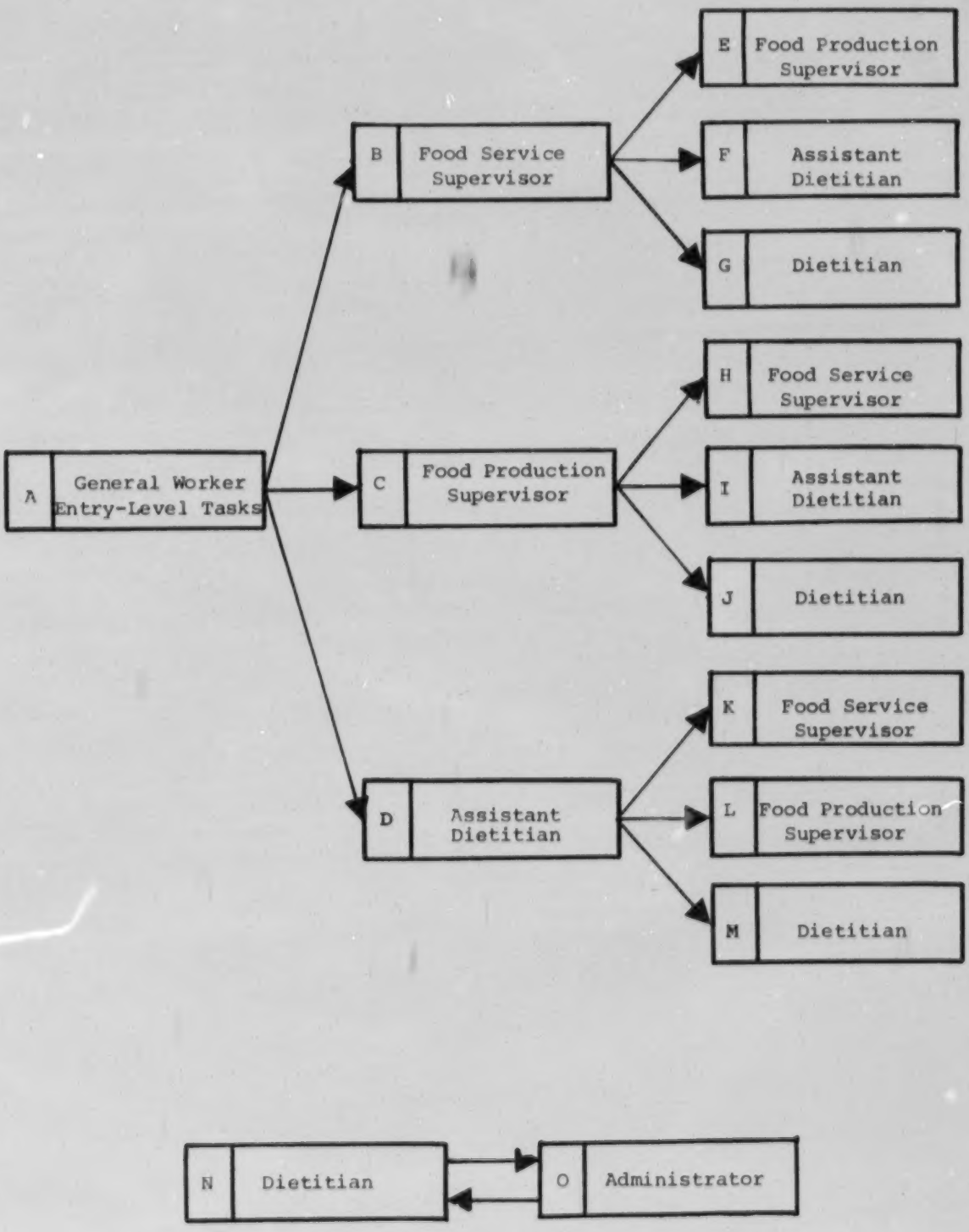
D. Suggested Pattern for Upward and Lateral Career Mobility

Although no exact prerequisites for upward mobility are evident in the Food Service department because of overlapping tasks and varying areas of activity, it is possible to offer a pattern for vertical and lateral progression. The schematic (Chart 10) suggests such a pattern. Each block shows the instructional units which would be required for moving from any one category to a new occupation. The type and number of units needed would depend on the starting level and the level to be attained. For example, the General Helper would require more and different instruction to reach the level of Assistant Dietition than would be required by the Food Service Supervisor. If the goal were that of Dietitian, different instructional units would be required of the Food Service Supervisor, than by the Food Production Supervisor, or the Assistant Dietitian. Blocks A through 0 on the facing page list the instructional units required to provide the skills and knowledge for movement from one occupation to the next.

The suggested educational components for the two highest occupations, the Dietitian and the Administrator, are diagrammed as a program that could move in both directions.

CHART 10

SCHEMATIC FOR UPWARD AND LATERAL CAREER MOBILITY



V. CONCLUSIONS

Background Characteristics

1. The personnel in General Helper, Food Production Supervisor, and Food Service Supervisor have less education (median--high school) when compared to Assistant Dietitians, Dietitians (median--bachelor's degree) and Administrators (associate of arts degree).

2. All categories have more than 3-5 years in the present position. This would indicate "stability" in the department. A median of 10+ years for Food Production Supervisors might indicate a reluctance to seek other department positions.

3. Seventy percent of the Administrators in the survey were males, whereas there were no males among the Assistant Dietitians.

Current Practices

A study of the current practices in the Food Service Department indicates a pattern of considerable overlapping of tasks. The tasks of the Administrator are distinctive and unique. Although the Food Service Supervisor, Food Production Supervisor, and Dietitian perform certain tasks regularly, they rarely perform tasks exclusive to their occupation.

The Expert Panel evaluation of the difficulty of a task generally disagrees with the survey respondents'. The panel usually rates the difficulty level higher than it is rated by personnel performing the task. According to the Expert Panel, there is no discernible relationship between criticality, difficulty, and the technical knowledge necessary. However, the rating of criticality should be used in determining the necessary proficiency for performance of a task. The difficulty rating should be used to establish prerequisites and key points in instruction.

The comparison of current practice with the recommendations of the Expert Panel as to occupational level showed considerable discrepancy. This difference might be attributed to the varying sizes of the Food Service departments in the hospitals surveyed.

Educational Implications

The hospital is now carrying the burden of instruction because of the number of personnel who have had no prior training or previous hospital experience. The development of instructional units for training new employees would be of great benefit.

Areas of training were identified by analyzing tasks which are currently performed by the different occupational levels of personnel.

Tasks were grouped into content areas, leading to the formulation of instructional units. A combination of instructional units, the completion of which prepares the worker to progress to a new occupational classification, makes up the curriculum. Each curriculum is different and should apply to the tasks to be performed by the occupational category which the worker desires to attain.

APPENDIX 1-A

TASK INVENTORY

FOOD SERVICE

I. DEPARTMENTAL OPERATIONS

A. Menu Planning

1. Plan general patient menus
2. Plan cafeteria and employee menus
3. Plan menus for modified diets
4. Make and/or approve menu diets
5. Verify nutritional adequacy
6. Communicate menu
7. Hold periodic menu conferences with production personnel

B. Food Procurement

1. Write specifications for grades and quality of food to be purchased
2. Locate sources of supply
3. Obtain prices from potential suppliers and evaluate price differentials
4. Obtain bids on quantity purchases
5. Order according to established minimum and maximum stock levels or according to menu needs
6. Make purchases for department
7. Prepare and forward requisitions to general stores or individual vendors
8. Make a record of purchases and distribute copies of purchase orders to proper unit(s)
9. Check packing list with purchase order
10. Inspect shipment and handle returns and adjustments
11. Distribute receipt copies to proper unit(s)
12. Place received items in proper storage
13. Inspect stores items regularly for condition
14. Fill requisitions and distribute goods
15. Enter receipt and issue of items on inventory
16. Adjust physical inventory with perpetual inventory

C. 1. Receive patient census and menu tally
2. Determine kinds and quantity of food needed
3. Check that all needed menu items are in stock
4. Determine use of carry-over food
5. Select recipes to be used
6. Expand or decrease recipe quantity
7. Review recipes and record adjustments at regular intervals
8. Prepare and issue work order to each food station and determine area for each preparation
9. Assign work order for personnel at each station
10. Requisition or order food items from stores
11. Specify dish or container layout
12. Requisition equipment and supplies when needed
13. Pre-prepare meat, poultry, or fish following recipe directions to cut, slice, chop, bone, trim, portion, etc.
14. Store in suitable container and appropriate storage area
15. Dispose of waste
16. Assemble necessary food items for each preparation center

17. Combine or mix in required proportions at appropriate time according to specifications in recipe
18. Prepare appetizers
19. Prepare soups
20. Prepare fruits and juices
21. Prepare salads
22. Prepare sandwiches and fountain items
23. Prepare relishes
24. Prepare meats
25. Prepare poultry
26. Prepare fish
27. Prepare eggs
28. Prepare cooked vegetables
29. Prepare potatoes, rice, noodles, etc.
30. Prepare casseroles
31. Prepare gravies and sauces
32. Prepare hot cakes, French toast, hot cereals
33. Prepare baked desserts
34. Prepare puddings
35. Prepare pies or pastries
36. Prepare cakes
37. Prepare breads and rolls
38. Prepare toast
39. Prepare beverages
40. Process pre-prepared or convenience foods
41. Return excess food to storage
42. Decide on method of disposing of sub-standard food
43. Cover pre-prepared foods
44. Slice butter and place pats on cardboards
45. Wrap sandwiches
46. Portion drinks
47. Portion bread
48. Portion cakes and pies onto serving dishes
49. Organize and assemble pre-portion food items at tray-line
50. Tally menu cards for modified diets
51. Compute portions for modified diets
52. Weigh and measure where indicated to meet dietetic requirement
53. Transfer to holding area until needed for serving
54. Return unused raw products to stock

D. Patient Food Service

1. Receive diet order or selective menu from patients
2. Transfer patient food order to patient records
3. Tally order for tray-line and production areas
4. Prepare menu slips and tray cards
5. Pre-set tray-line
6. Dish out hot and cold foods in standardized manner
7. Maintain food serving temperatures
8. Check menu with tray contents and correct where needed
9. Place in conveyor or cart
10. Transport to serving unit
11. Check meals for quality food service
12. Serve to patient
13. Provide menu substitutions, second portions or special items for patient needs
14. Assemble late or hold trays
15. Transfer nourishment request from diet order

16. Tally orders for nourishment room
17. Order supplies for nourishment room
18. Assemble tray
19. Send up bulk nourishment to nursing station on floor
20. Pick up soiled trays and return to dishwashing area
21. Replenish drinking water supply for patients

E. Patron Food Service: Cafeteria, Dining Room, Vending Machine and Other

1. Order from central kitchen
2. Store items for service in refrigerators or warmers
3. Set up menu boards
4. Prepare any specialized food items not produced in main kitchen
5. Set up serving lines
6. Dish up food
7. Bus dishes, clean tables, and wash service areas
8. Remove counter leftovers and return for proper storage
9. Order items directly from vendors
10. Clean and set up service
11. Collect cash
12. Tally check to compare with cash register total
13. Submit reports to proper business office
14. Receive commission checks and submit to business office (where serviced by contract)
15. Prepare order checks for chef
16. Prepare rooms for special occasions
17. Store and maintain special function equipment
18. Check vending equipment for good operating order
19. Stock vending machines
20. Check and control vending items served

F. Sanitation and Cleaning

1. Schedule work assignments for cleaning all areas and equipment
2. Assign personnel to perform required jobs
3. Maintain standards of employees' dress and appearance
4. Maintain standards of employees' personal habits as related to job performance
5. Wash dishes by method prescribed for facility
6. Clean cooking and serving utensils
7. Collect specimens for culturing
8. Contract for exterminator service
9. Inspect work areas and storage facilities to insure observance of sanitary standards

G. Research

1. Establish safety committee
2. Conduct regular fire and disaster drills
3. Maintain equipment in good operating condition
4. Keep a first aid kit
5. Fill out accident reports
6. Conduct safety inspection
7. Review safety program periodically
8. Maintain a safety record file

H. Employee Utilization

1. Determine critical or noncritical time-category for each task

2. Schedule basic tasks where time is critical and noncritical

3. Assign individuals to specific schedules (including holidays and leaves)

4. Deal with staff problems and complaints

5. Check to see that every employee is on duty

6. Provide control for all hours of operation

7. Maintain and evaluate employee morale

I. Nutrition Services

1. Develop diet manual and keep updated

2. Calculate and plan diet patterns

3. Counsel staff and other departmental personnel in therapeutic information

4. Plan and conduct individual patient diet instruction

5. Supply diet instruction forms

6. Read patient chart for background information

7. Write therapeutic diet

8. Prescribe diet

9. Calculate diets when necessary

10. Consult with nurses and physicians concerning patient's feeding needs

11. Provide discharge diet instructions to patients from physician

12. Refer patients to nutrition clinic and social services for follow-up care

13. Act as consultant to medical social worker and other patient care personnel

14. Make floor rounds with medical staff

15. Obtain nutrient analysis data on food products

J. Records and Forms

1. Maintain a procedure book for department record-keeping

2. Keep personnel records for job descriptions

3. Keep personnel records for work schedules and assignments

4. Keep personnel records for training, evaluation and promotion

5. Keep file on menus used

6. Keep inventory records

7. Keep new product information file

8. Maintain current price book for food purchases

9. Provide order forms

10. Maintain a requisition or issue record

11. Maintain daily food production record

12. Maintain a standard recipe file

13. Maintain file of preparation procedures for pre-prepared foods

14. Maintain food sales records

15. Maintain food consumption records

16. Maintain housekeeping schedule for routine and major cleaning

17. Maintain equipment operation and maintenance records

18. Keep daily and periodic cost control and analysis records

19. Maintain records of physician diet orders

II. ADMINISTRATIVE FUNCTIONS

A. Establishing Objectives and Policies

1. Formulate objectives and goals of dietary department

2. Develop policies and establish procedures for activities within the department

3. Develop policies for coordinating dietary activities with other departments in the facility

4. Translate policies into acceptable performance standards and establish devices to measure performance

5. Develop policies for safety, fire prevention, disaster, and emergency control procedures

6. Develop security procedures

B. Plan Department Organization

1. Determine staffing needs

2. Develop organizational chart

3. Develop job descriptions and titles and specifications for positions in food service department

C. Budgeting

1. Prepare cost figures of food and supplies for past period

2. Prepare labor hours for past period

3. Obtain recommendations for capital changes in operation

4. Determine outlay for new equipment and construction

5. Estimate price change

6. Prepare budget

D. Personnel Selection

1. Identify tasks to be performed by each worker

2. Interview and evaluate job candidates

3. Hire applicant

4. Review objectives, policies and standards with new employee

5. Recommend personnel for merit raises, promotions, and upgrading

6. Transfer employees to other job activities

7. Evaluate employees' job activities

8. Terminate employee services

E. Direct Supervisory Staff

1. Assign responsibilities and follow through on performance

2. Conduct staff meetings

3. Evaluate performance of supervisory staff

4. Review departmental procedures to develop and improve work methods

F. Coordinate Activities Within Department and Total Facility

1. Attend meetings with other administrative personnel

2. Attend food service department meetings

3. Coordinate assignments of regular and volunteer workers with other departments

4. Investigate and correct grievances, complaints and suggestions of other department personnel, patients, and customers

5. Correct problems of coordination

6. Keep records of meetings

7. Prepare reports for meetings, such as department performance reports

G. Research

1. Develop patient therapy studies

2. Research service systems projects

3. Evaluate equipment

4. Test new food products

5. Conduct food acceptance studies

6. Conduct waste studies

7. Utilize computer systems for dietary data

8. Investigate shared systems in regional hospital programs

9. Survey market for new food products

H. Public Relations

1. Represent your department and facility at community meetings
2. Help arrange special events
3. Arrange for room and service for community groups meeting in your facility
4. Contribute to your facility's publication
5. Resolve patient complaints
6. Other

I. Planning Changes and Additions

1. Confer with architects and food consultants
2. Coordinate recommendations of architects and consultants
3. Set up equipment specifications
4. Purchase equipment
5. Plan small tool maintenance and replacement

J. Education and Training

1. Determine areas in which training is needed
2. Plan educational programs
3. Arrange for training aids, space and equipment
4. Establish time schedules for classes and individual evaluation
5. Recommend individuals for training
6. Review and evaluate training program effectiveness
7. Develop on-the-job instruction
8. Give on-the-job instruction
9. Conduct classes or conferences for department employees
10. Conduct classes or conferences for non-department employees
11. Select and assign instructors
12. Read professional and industry publications
13. Keep file and reference library of publications
14. Attend workshops and institutes
15. Conduct workshops and institutes
16. Contribute articles for publication

APPENDIX 1-B

DIRECTIONS TO SURVEY RESPONDENTS

Read each task statement in the list. If you perform the task in your job, place a check mark in the first column after the statement. If you supervise performance of the task by other persons, place a check mark in the second column.

For each task that you perform (and have checked in the first column), place an X in one of the squares of the Frequency column and in one of the squares of the Difficulty column to indicate your answers to the following questions:

A. Frequency: How often do you perform this task?

1. Several times a day
2. Once a day or several times a week
3. Once a week or several times a month
4. Once a month or less often

B. Difficulty: How difficult is this task?

1. Easy: You follow standard procedure that does not require any decisions; you never have to consult a procedure manual or a supervisor.

2. Moderate: You have to select the most suitable procedures to fit different conditions or situations; you sometimes have to consult a procedure manual or a supervisor.

3. Difficult: You encounter problems that may require changes in procedures or the use of new procedures; you usually have to consult a procedure manual or a supervisor.

Blank spaces at the end of each section are to be used for tasks which you do that have not been included.

APPENDIX 1-C
SURVEY INSTRUMENT
SAMPLE SHEET

Step one: Read all tasks on this page, check those tasks which you perform or supervise.

Step two: For those tasks checked in step one, indicate with an "X" the frequency and difficulty of performance.

FOOD SERVICES (cont.) Blanks are for other tasks that you perform or supervise

	Check if you perform this task	Check if you supervise the performance of this task	FREQUENCY [X] How often do you perform this task? Several times a day	Once a day or several times a week	Once a week or several times a month	Once a month or less	DIFFICULTY [X] How difficult is this task? Easy	Moderate	Difficult
J. Records and Forms (continued)									
12. Maintain a standard recipe file	☐	☐	1	2	3	4	1	2	3
13. Maintain file of preparation procedures for pre-prepared foods	☐	☐	1	2	3	4	1	2	3
14. Maintain food sales records	☐	☐	1	2	3	4	1	2	3
15. Maintain food consumption records	☐	☐	1	2	3	4	1	2	3
16. Maintain housekeeping schedule for routine and major cleaning	☐	☐	1	2	3	4	1	2	3
17. Maintain equipment operation and maintenance records	☐	☐	1	2	3	4	1	2	3
18. Keep daily and periodic cost control and analysis records	☐	☐	1	2	3	4	1	2	3
19. Maintain records of physician diet orders	☐	☐	1	2	3	4	1	2	3
	☐	☐	1	2	3	4	1	2	3
	☐	☐	1	2	3	4	1	2	3
	☐	☐	1	2	3	4	1	2	3
	☐	☐	1	2	3	4	1	2	3
	☐	☐	1	2	3	4	1	2	3
	☐	☐	1	2	3	4	1	2	3

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APPENDIX 2

SURVEY INSTRUCTIONS TO EXPERT PANEL

I. CRITICALITY - (Consequence of Improper Performance)

A. Begin with Task 1, page 1, work through total list.

B. Select from the following range that number (1 through 5) which best defines your rating for each task.

C. Please place your response in Column I.

1. Negligible: unimportant whether task is done a certain way or not (example: maintain up-to-date bulletin boards).

2. Some deviation is normally tolerated (example: plan special events for staff and/or students).

3. Reparable: errors in performance could result in minor delays.

4. Very little error may be allowed without risk to employee or patient (example: report presence of safety hazard in working areas).

5. Irreparable: the task must be performed within strict parameters to avoid irreversible loss of health or human resources.

PLEASE FOLLOW INSTRUCTIONS BELOW

1. Tear out this page. You may throw it away.
2. Return to Task 1, page 1.
3. Read the instructions at the top of next page.

II. TECHNICAL KNOWLEDGE (Needed to perform task successfully)

A. Return to Task 1, page 1; work through total list.

B. Select from the following range that number (1 through 5) which best defines your rating for each task.

C. Please place your response in Column II.

1. Ability to locate information and to follow simple directions (example - file a record).

2. Ability to interpret information and relate to operational procedures (example - tally menu cards for modified diets).

3. Ability to select from numerous procedural practices to perform in a new situation (example - rotate duty assignments of employees).

4. Ability to analyze complex tasks, non-routine or common to daily practices, and perform without supervision (example - determine staffing needs).

5. Ability to utilize knowledge and experience in developing new and creative approaches to methods of operation (example - plan and develop space utilization).

PLEASE FOLLOW INSTRUCTIONS BELOW

1. Tear out this page. You may throw it away.
2. Return to Task 1, page 1.
3. Read the instructions at the top of the next page.

III. OCCUPATIONAL LEVEL - (Which one level should be performing task)

A. Return to Task 1, page 1; work through total list.

B. Select from the following range that number (1 through 8) which best defines your rating for each task.

C. Please place your response in Column III.

1. Service Worker
2. Clerk
3. Food Service Supervisor
4. Food Production Supervisor
5. Food Manager
6. Administrative Dietitian
7. Therapeutic Dietitian
8. Does not belong in Food Service Department

PLEASE FOLLOW INSTRUCTIONS BELOW

1. Tear out this page. You may throw it away.
2. Return to Task 1, page 1.
3. Read the instructions at the top of the next page.

IV. DIFFICULTY - (How difficult is the task)

A. Return to Task 1, page 1; work through total list.

B. Select from the following range that number (1 through 5) which best defines your rating for each task.

C. Please place your response in Column IV.

1. Routine procedures - no decisions
2. Several procedures - minor decisions
3. Select most suitable procedure
4. Establish and/or modify procedure
5. Make complex decisions - little precedent

When you have filled in your answers for Column IV, you have completed this very demanding survey. We offer our thanks and sincere appreciation and respect for your cooperation. It is our hope that through this effort we will be able to evaluate the work demands of your profession and with the assistance of our advisory committee, devise new and updated training programs.

Please return your questionnaire in the self-addressed envelope provided.

APPENDIX 3

SAMPLE PAGE OF QUESTIONNAIRE SUBMITTED TO EXPERT PANEL

C. Food Production (Continued)	I	II	III	IV
51. Tally menu cards for modified diets				
52. Compute portions for modified diets				
53. Draw regular menu items from the appropriate food stations				
54. Weigh and measure where indicated to meet dietetic requirement				
55. Transfer to holding area until needed for serving				
56. Return unused raw products to stock				
D. Patient Food Service				
1. Receive diet order or selective menu from patients				
2. Transfer patient food order to records				
3. Tally order for tray line and production areas				

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APPENDIX 4

BACKGROUND INFORMATION SHEET

ID number _____

Please complete this information sheet and return it with the survey form. The answers to these questions are of importance as we try to evaluate responses from a large number of people across the United States where educational and licensure requirements for specific jobs may be very different.

THIS IS A CONFIDENTIAL DOCUMENT IDENTIFIED BY NUMBER ONLY.

THIS INFORMATION WILL BE USED FOR RESEARCH PURPOSES ONLY.

1. Your position title _____

2. Department _____

3. Your major area of responsibility _____

4. Years in present position _____

5. Years in occupation _____

6. Previous occupation _____

7. Years in previous occupation _____

8. Age _____

9. Sex (Circle) M F

10. Highest school grade completed (circle one)

less than 8	8	9	10	11	12	more than 12

(Continued on next page)

11. Highest academic level completed (circle one)

11.1 Less than high school diploma

11.2 High school diploma or equivalent

11.3 Some college (no degree)

11.4 Associate degree

11.5 Bachelor's degree (major) _____

11.6 Master's degree (major) _____

11.7 Other (specify) _____

12. Technical or other training program(s) completed (circle)

	Months	Area or Subject
12.1 None		
12.2 On-job or apprenticeship	_____	_____
12.3 Military courses	_____	_____
12.4 Manufacturers' courses	_____	_____
12.5 Vocational school	_____	_____
12.6 Certificate or diploma program	_____	_____
12.7 Other courses	_____	_____

13. Certificates, licenses or registrations held

(specify) _____

14. Are you employed full-time in your present position? (circle) YES NO

15. Present yearly hospital salary (circle one)

14.1 less than $2,000

14.2 $2,000 - 3,999

14.3 $4,000 - 5,999

14.4 $6,000 - 7,999

14.5 $ 8,000 - 9,999

14.6 $10,000 - 11,999

14.7 $12,000 - 15,000

14.8 more than $15,000

APPENDIX 5

HOSPITALS SELECTED FOR STUDY

BIRMINGHAM

200 Beds or more

Baroness Erlanger Hospital	261 Wiehl Street Chattanooga, Tennessee 37403	Harold L. Peterson, Administrator Walter Haddock, Survey Liaison
Baptist Medical Center	800 Montclaire Road Birmingham, Alabama 35211	Duane T. Houtz, Administrator Survey Liaison

100-199 Beds

Jeff Anderson Memorial	2124 14th Street Meridian, Mississippi 39301	Rueben S. Johnson, President Mr. Mallette, Personnel Director Survey Liaison
St. Judes Catholic Hospital	1918 Fairview Avenue Montgomery, Alabama 36108	Sister M. Evangelista, RN Administrator, Survey Liaison

Under 100 Beds

Sam Howell Memorial Hospital	P.O. Box 508 Cartersville, Georgia 30120	James Floyd, Administrator Survey Liaison
Athens-Limestone Hospital	105 Sanders Street Athens, Alabama 35611	Kenneth G. Hawthorne, Administrator Mr. Huffon, Survey Liaison

Extended-Care Facilities

Plantation Manor	P.O. Box 97 McCalla, Alabama 35111	Mrs. Carmelita Lee, Administrator Survey Liaison
St. Lukes Nursing Home	1220 S. 17th Street Birmingham, Alabama 35205	Mr. Lierly, Administrator Mrs. Robbie Smith, Survey Liaison

BOSTON

200 Beds or more

Peter Bent Brigham Hospital	721 Huntington Avenue Boston, Massachusetts 02115	Mrs. Karen Nierenberg Personnel Service Manager
Memorial Hospital	119 Belmont Street Worcester, Massachusetts 01600	David A. Barrett, Administrator W. Kent Montgomery, Director of Employee Relations, Survey Liaison

100-199 Beds

Faulkner Hospital	1153 Centre Street Boston, Massachusetts 02130	William J. Skerry, Director James V. Kerrigan, Survey Liaison

Thayer Hospital	North Street Waterville, Maine 04901	Pearl R. Fisher, RN, Administrator Survey Liaison
Under 100 Beds		
Mary Lane Hospital	85 South Street Ware, Massachusetts 01082	Owen F. Connolly, Administrator Survey Liaison
Falmouth Hospital	Ter Heun Drive Falmouth, Massachusetts 02540	Gerald F., Flynn, Administrator Survey Liaison
Extended-Care Facilities		
Hebrew Rehabilitation Center for the Aged	1200 Centre Street Boston, Massachusetts 02131	Maurice I. May, Administrator Lawrence Levinson, Administrative Assistant
Cambridge Nursing Home	1 Russell Street Cambridge, Massachusetts 02140	Sidney Neustadt, Administrator Survey Liaison

CHICAGO

200 Beds or more		
Chicago Wesley Memorial Hospital	250 E. Superior Street Chicago, Illinois 60611	Kenath Hartman, Superintendent Mrs. Anne Blanton, Asst. to Exec. Vice President
Kenosha Memorial Hospital	6308 8th Avenue Kenosha, Wisconsin 53140	Riley McDavid, President John Kolar, Personnel Director Survey Liaison
100-199 Beds		
Delnor Hospital	975 North 5th Street St. Charles, Illinois 60174	Mr. J. Taft, Administrator Survey Liaison
Beloit Memorial Hospital	431 Olympian Boulevard Beloit, Wisconsin 53511	Roy A. Colwell, Administrator William Moore, Personnel Manager Survey Liaison
Under 100 Beds		
DeKalb Public Hospital	680 Haish Boulevard DeKalb, Illinois 60115	Mary W. Pugh, Administrator Survey Liaison
Bethany Brethren Hospital	3420 W. Van Buren Street Chicago, Illinois 60624	Vernon C. Showalter Executive Director Milford C. Lady, Administrator Survey Liaison
Extended-Care Facilities		
Sandra Nursing Home	14325 Blackstone Dolton, Illinois 60419	Mr. Richard Silk, Administrator Survey Liaison
Fox River Rehabilitation	4700 N. Clarendon Avenue Chicago, Illinois 60640	Mr. Larry Garcia, Administrator Survey Liaison

DENVER

200 Beds or more		
St. Marys Hospital	7th Street & Patterson Road Grand Junction, Colorado 81501	Sister Michel, R.N., Administrator Mrs. Peggy Cannon, Personnel Director Survey Liaison
St. Lukes Hospital	601 East 19th Avenue Denver, Colorado 80203	Richard C. Leavitt, Administrator Royce Davis, Asst. Administrator Survey Liaison
100-199 Beds		
Memorial Hospital of Laramie County	Cheyenne, Wyoming 82001	William C. Nichols, Administrator D. Paul Vencill, Asst. Administrator Survey Liaison
Poudre Valley Memorial Hospital	1024 Lemay Avenue Fort Collins, Colorado 80521	J. R. Peterson, Administrator Survey Liaison
Under 100 Beds		
Alamosa Community Hospital	Alamosa, Colorado 81101	Elton Reese, Administrator Survey Liaison
Longmont Community Hospital	1950 W. Mountain View Longmont, Colorado 80501	Henry Amicarello, Administrator Survey Liaison
Extended-Care Facilities		
Ivy Manor Nursing Home	2939 Vallejo Denver, Colorado 80211	David Zapiler, Administrator Survey Liaison
Eventide Nursing Home	1800 Strow Place Longmont, Colorado 80501	Roger Fell, Administrator Survey Liaison

LOS ANGELES

200 Beds or more		
Kaiser Foundation Hospital	13652 Cantara Street Panorama City, Calif. 91402	Kenneth L. Coston, Administrator Survey Liaison
Santa Monica Hospital	1250 - 16th Street Santa Monica, California 90404	Robert A. Craig, Administrator Norman Peterson, Asst. Director Survey Liaison
100-199 Beds		
Morningside Hospital	8711 S. Harvard Boulevard Los Angeles, California 90047	T. W. Olson, Administrator Survey Liaison

West Valley Community Hospital	5333 Balboa Encino, California 91316	Carl Gottschalk, Administrator Survey Liaison
Under 100 Beds		
Community Hospital of Gardena	1246 W. 155th Street, Box 2106 Gardena, California 90247	Max M. Weinberg, Administrator Mrs. Smith, Dir. of Nursing Survey Liaison
Garden Park General Hospital	9922 Gilbert Street Anaheim, California 92804	Edwin Bixby, Administrator Survey Liaison
Extended-Care Facilities		
Kaiser Extended Care	8015 Woodman Panorama City, California 91402	Kenneth L. Coston, Administrator Survey Liaison
Beverly West Convalescent Hospital	1516 Sawtelle Boulevard Los Angeles, California 90025	M. Bert Hattenbach, Administrator Survey Liaison

SEATTLE

200 Beds or more		
St. Francis Xavier Cabrini Hospital	920 Terry Avenue Seattle, Washington 98104	Mother Lawrence, Administrator Mary Miller, R.A., Survey Liaison
Emanuel Hospital	2801 N. Gantenbein Avenue Portland, Oregon 97227	Attn: Personnel Director Survey Liaison
100-199 Beds		
St. Josephs Hospital	1006 North H Street Aberdeen, Washington 98520	Sister Jerome Mary, Administrator Survey Liaison
Vancouver Memorial Hospital	3400 Main Street Vancouver, Washington 98663	Paul S. Griff, Administrator Mrs. Leeson, Survey Liaison
Under 100 Beds		
Tri-State Memorial Hospital	1221 Highland Drive Clarkston, Washington 94403	William J. Yeats, Administrator Survey Liaison
West Seattle General Hospital	2601 SW Webster Street Seattle, Washington 98126	Bruce M. Burton, Administrator Eleanor H. Rhees, Survey Liaison
Extended-Care Facilities		
Mt. Baker Convalescent Home	1700 24th Street S Seattle, Washington 98144	Mrs. Spore, Administrator Survey Liaison
Greenwood Convalescent Home	202 North 110th Street Seattle, Washington 98133	Arthur L. Marsh, Survey Liaison

APPENDIX 6

Tasks performed by less than 25% of the respondents in any category of personnel in the Food Service department.

I-B-12: Place received items in proper storage

B-14: Fill requisitions and distribute goods

C- 8: Prepare and issue work order to each food station and determine area for each preparation.

D-17: Order supplies for nourishment room

D-21: Replenish drinking water supply for patients

E- 1: Order from central kitchen

E- 3: Set up menu boards

E- 4: Prepare any specialized food items not produced in main kitchen

E-12: Tally checks to compare with cash register total

E-14: Receive commission checks and submit to business office (where serviced by contract)

E-15: Prepare order checks for chef

E-19: Stock vending machines

E-20: Check and control vending items served

F- 7: Collect specimens for culturing

F- 8: Contract for exterminator service

*G- 1: Establish safety committee

G- 2: Conduct regular and disaster drills

G- 3: Maintain equipment in good operating condition

G- 4: Keep a first aid kit

I- 8: Prescribe diet

I-12: Refer patients to nutrition clinic and social services for follow-up care

J-12: Maintain a standard recipe file

J-13: Maintain file of preparation procedures for pre-prepared foods

J-17: Maintain equipment operation and maintenance records

II-C- 7: Submit budget for correction and approval by department head and administrator of institution

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*G- 1: no one responded as performing this task.

C- 8: Prepare budget evaluation

F- 7: Prepare reports for meetings, such as department performance reports

G- 1: Develop patient therapy studies

G- 2: Research service systems projects

G- 7: Utilize computer systems for dietary data

G- 8: Investigate shared systems in regional hospital programs

H- 6: Other (specify)

I- 2: Coordinate recommendations of architects and consultants

J-10: Conduct classes or conferences for department employees

J-11: Select and assign instructors

J-15: Conduct workshops and institutes

J-16: Contribute articles for publication

APPENDIX 7

SUGGESTED INSTRUCTIONAL UNITS FOR PROGRESSION

Block A - Entry-Level Tasks

2. Receiving and Tallying Menus
3. Transferring Information
7a. Storaging of Stock or Processed Foods
7b. Maintaining Storage Temperatures
9. Preparing Simple Foods
11b. Weighing and Measuring Modified Diets
12a. Assembling Food
12b. Delivering and Serving to Patient
14. Disposing of Waste
15. Cleaning

Block B - General Helper to Food Service Supervisor

4b. Communicating Menu Changes
18. Checking Employee Attendance
43a. Giving on-the-job Instruction
1c. Modified Diet Menu Planning
4a. Making or Approving Menu Changes
4c. Holding Menu Conferences
5a. Purchasing for Department
7c. Inspecting Stored Materials
8c. Requisitioning Supplies and Equipment
13. Inspecting and Checking for Quality
17. Completing Accident Reports
19. Preparing Job Descriptions
22a. Planning Work Orders and Assigning Workers
23. Recommending, Transferring, and Evaluating Employees
25. Maintaining Standards for Employee Habits and Dress
26. Evaluating and Dealing with Employee Morale and Problems
27. Investigating and Correcting Grievances of Personnel from Other Departments and Patients
6b. Checking for Needed Items
21. Orienting New Employees
30. Preparing Rooms for Special Occasions

Block C - General Helper to Food Production Supervisor

4b. Communicating Menu Changes
18. Checking Employee Attendance
43a. Giving on-the-job Instruction
1a. Non-patient Menu Planning
5a. Purchasing for Department
5b. Receiving
6a. Preparing Production Calculations
6d. Selecting Recipes
7c. Inspecting Stored Materials
8c. Requisitioning Supplies and Equipment
11a. Computing Modified Diets
13. Inspecting and Checking for Quality
19. Preparing Job Descriptions
20. Testing New Products
6b. Checking for Needed Items
6c. Determining Use of Carry-over Food
8a. Requisitioning from Stores
10. Food Production

Block D - General Helper to Assistant Dietitian

4b. Communicating Menu Changes
18. Checking Employee Attendance
43a. Giving on-the-job Instruction
4a. Making or Approving Menu Changes
6a. Preparing Production Calculations
8b. Ordering by Established Stock Levels
11a. Computing Modified Diets
13. Inspecting and Checking for Quality
16. Surveying New Products
17. Completing Accident Reports
26. Evaluating and Dealing with Employee Morale and Problems
27. Investigating and Correcting Grievances of Personnel from Other Departments and Patients
29b. Providing Diet Therapy Services
6b. Checking for Needed Items
21. Orienting New Employees
6c. Determining Use of Carry-over Food

Black E - Food Service Supervisor to Food Production Supervisor

1a. Non-patient Menu Planning
5b. Receiving
6a. Preparing Production Calculations
6d. Selecting Recipes
11a. Computing Modified Diets
20. Testing New Products
6c. Determining Use of Carry-over Food
8a. Requisitioning from Stores
10. Food Production
11b. Weighing and Measuring Modified Diets
7a. Storaging of Stock or Processed Foods
7b. Maintaining Storage Temperatures
9. Preparing Simple Foods
14. Disposing of Waste

Block F - Food Service Supervisor to Assistant Dietitian

6a. Preparing Production Calculations
8b. Ordering by Established Stock Levels
11a. Computing Modified Diets
16. Surveying New Products
29b. Providing Diet Therapy Services
6c. Determining Use of Carry-over Food
11b. Weighing and Measuring Modified Diets
7a. Storaging of Stock or Processed Foods

Block G - Food Service Supervisor to Dietitian

35. Planning Department Organization
36. Maintaining Public Relations
43b. Determining Training Needs
1b. Patient Menu Planning
24. Terminating Employee Services
28. Correcting Coordination Problems
29c. Developing Manual for Diets
33a. Keeping Records
34a. Formulating Objectives and Policies
1a. Non-patient Menu Planning
5b. Receiving

6a. Preparing Production Calculations
6d. Selecting Recipes
8b. Ordering by Established Stock Levels
11a. Computing Modified Diets
16. Surveying New Products
20. Testing New Products
29a. Analyzing Food, Consulting, Physician Diet Order Recording
29b. Providing Diet Therapy Services

Block H - Food Production Supervisor to Food Service Supervisor

1c. Modified Diet Menu Planning
4a. Making or Approving Menu Changes
4c. Holding Menu Conferences
17. Completing Accident Reports
22a. Planning Work Orders and Assigning Workers
23. Recommending, Transferring, and Evaluating Employees
25. Maintaining Standard for Employee Habits and Dress
26. Evaluating and Dealing with Employee Morale and Problems
27. Investigating and Correcting Grievances of Personnel from Other Departments and Patients
21. Orienting New Employees
30. Preparing Rooms for Special Occasions
2. Receiving and Tallying Menus
3. Transferring Information

Block I - Food Production Supervisor to Assistant Dietitian

4a. Making or Approving Menu Changes
8b. Ordering by Established Stock Levels
16. Surveying New Products
17. Completing Accident Reports
26. Evaluating and Dealing with Employee Morale and Problems
27. Investigating and Correcting Grievances of Personnel from Other Departments and Patients
29b. Providing Diet Therapy Services
21. Orienting New Employees
6c. Determining Use of Carry-over Food
2. Receiving and Tallying Menus
3. Transferring Information

Block J - Food Production Supervisor to Dietitian

35. Planning Department Organization
36. Maintaining Public Relations
43b. Determining Training Needs
1b. Patient Menu Planning
24. Terminating Employee Services
28. Correcting Coordination Problems
29c. Developing Manual for Diets
33a. Keeping Records
34a. Formulating Objectives and Policies
1c. Modified Diet Menu Planning
4a Making or Approving Menu Changes
4c. Holding Menu Conferences
8b. Ordering by Established Stock Levels
16. Surveying New Products
17. Completing Accident Reports
22a. Planning Work Orders and Assigning Workers
23. Recommending, Transferring, and Evaluating Employees
25. Maintaining Standards for Employee Habits and Dress

26. Evaluating and Dealing with Employee Morale and Problems
27. Investigating and Correcting Grievances of Personnel from Other Departments and Patients
29a. Analyzing Food, Consulting, Physician Diet Order Recording
29b. Providing Diet Therapy Services

Block K - Assistant Dietitian to Food Service Supervisor

1c. Modified Diet Menu Planning
4c. Holding Menu Conferences
5a. Purchasing for Department
7c. Inspecting Stored Materials
8c. Requisitioning Supplies and Equipment
19. Preparing Job Descriptions
20. Testing New Products
22a. Planning Work Orders and Assigning Workers
23. Recommending Transferring and Evaluating Employees
25. Maintaining Standards for Employee Habits and Dress
30. Preparing Rooms for Special Occasions

Block L - Assistant Dietitian to Food Production Supervisor

1a. Non-patient Menu Planning
5a. Purchasing for Department
5b. Receiving
6a. Preparing Production Calculations
8c. Requisitioning Supplies and Equipment
19. Preparing Job Descriptions
20. Testing New Products
8a. Requisitioning from Stores
10. Food Production
7b. Maintaining Storage Temperatures
9. Preparing Simple Foods
14. Disposing of Waste

Block M - Assistant Dietitian to Dietitian

35. Planning Department Organization
36. Maintaining Public Relations
43b. Determining Training Needs
1b. Patient Menu Planning
24. Terminating Employee Services
28. Correcting Coordination Problems
29c. Developing Manual for Diets
33a. Keeping Records
34a. Formulating Objectives and Policies
1a. Non-patient Menu Planning
1c. Modified Diet Menu Planning
4c. Holding Menu Conferences
5a. Purchasing for Department
5b. Receiving
6d. Selecting Recipes
7c. Inspecting Stored Materials
8c. Requisitioning Supplies and Equipment
19. Preparing Job Descriptions
20. Testing New Products
22a. Planning Work Orders and Assigning Workers
23. Recommending Transferring and Evaluating Employees
25. Maintaining Standard for Employee Habits and Dress
29a. Analyzing Food, Consulting, Physician Diet Order Recording

Block N - Administrator to Dietitian

11a. Computing Modified Diets
13. Inspecting and Checking for Quality
29a. Analyzing Food, Consulting, Physician Diet Order Recording

Block O - Dietitian to Administrator

5c. Determining Specifications, Sources, Prices, Bids
5d. Maintaining Purchase Records
5e. Handling Inspection and Adjustments
8d. Ordering Directly from Vendor
22b. Planning Basic Work Schedule by Critical, Non-Critical Time
31. Inspecting Equipment
32. Conducting Food Studies
33b. Maintaining Records and Forms
34b. Formulating Standards of Performance, Safety, and Security
37. Maintaining Personnel Practices
38. Budgeting
39. Directing Supervisory Staff
40. Coordinating Volunteer Worker Activities
41. Promoting Research
42. Planning Changes and Additions
43c. Developing Educational Programs
6b. Checking for Needed Items
21. Orienting New Employees
30. Preparing Rooms for Special Occasions
6c. Determining Use of Carry-over Food
8a. Requisitioning from Stores

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